Final Report

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External Evaluation for the Peace Innovators Program

February 2022

Outline

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1.
Introduction & Overview

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In 2021, [Build Up](#) appointed Ta Corrales from [Smith Assembly](#) to conduct an external evaluation for its [Peace Innovators Program](#). This report summarises the process and outcomes of this evaluation, carried out between August 2021 and February 2022.

1.1 About the Peace Innovators Program

Build Up works with people across the globe to design and implement technology interventions to peacebuilding processes. These teams take an innovative peacebuilding intervention from idea to pilot implementation as part of the program. Projects coming out of these programs typically fall into three areas of technology use: data management, strategic communications through arts, and dialogue. Fellows in programs emerge with a strong understanding of best practices in participation and innovation that allow them to continue to design and manage innovations in their peacebuilding work.

1.2 About the External Evaluation

Build Up's main purpose with the external evaluation was to question and validate the theory of change of the program. Furthermore, they wanted to revisit how Build Up understands Peace Innovation as an area of work. The evaluation focused on two main questions:
- What are fellows' visions of the future of Peace Innovation Programs?
- What are the fellows' visions of impact for the Peace Innovators Program they experienced in 3 levels: personal, organisational, and for the people who engage with the innovations?

Three types of stakeholders were involved: fellows, Build Up team, and people who engage with innovations. This report further describes the evaluation's methodological approach, results and findings.

2.

Overview of Methods and Approach

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This section summarises the methods and approaches used for the evaluation. For a more detailed description of the instruments and methods used, refer to the Annex.

2.1 The Evaluation Process

The evaluation had three main phases, summarised below.

Discovery Phase

Learn - Learning about Build Up and the Peace Innovators Program through research, review of existing documentation, and interactions with the Build Up team.
Co-Visioning - Session with the Build Up team to co-vision the process and outcomes of the evaluation, and define priorities.

Evaluation Phase

Theory of Change - Study of the existing Theory of Change of the program. Development of an overarching theory of change, which was reviewed together with the Build Up team.
Design of Data Collection Approach - Design of data collection approach in response to the program's theory of change and the vision for the evaluation.
Pilot - Test of evaluation instruments and methodology to assess relevance, right-sizing, respectfulness, and rigour.
Data Collection - Data collection through online interviews and online surveys.
Data Analysis - Coding and summarising data collected using mixed data analysis methods.
Data Synthesis - Data synthesis to generate relevant insights.

Conclusion Phase

Data Party - Presentation of findings and discussions with fellows and Build Up's staff during a 2-hour online session.
Final Documentation - Final documentation of process and outcomes on this final report.

2.2 Peace Innovators Programs

Since 2016, Build Up has collaborated with various partners and teams. The programs included in the evaluation exercise are summarised in Table 1 below.

Table 1. Peace Innovators Programs Included in Evaluation					
Program Name	**Partner**	**Year**	**Region**	**# of Teams Supported**	**# of Fellows**
Build Peace Fellows	Peace Nexus & Danmission	2016	International	3	3
Build Peace Fellows	Peace Nexus & Danmission	2017	International	3	3
Build Peace Fellows	Peace Nexus & Danmission	2018	Myanmar	3	8
Syria Digital Steps 1	The British Council	2017	Syria	4 1 dropout	3
Syria Digital Steps 2	The British Council	2019	Syria	6 1 dropout	11
Digital Steps Yemeni Diaspora	The British Council	2020	Yemen	5 1 dropout	5
Building a Dialogue	Danmission	2020	Syria, Iraq, and Lebanon	3	5
Sahel Peace Innovators	Oxfam	2020	Mali, Burkina Faso, and Niger	6	17

2.3 Theory of Change

An overarching theory of change was developed to serve as a foundation for evaluation methods (Image 1).
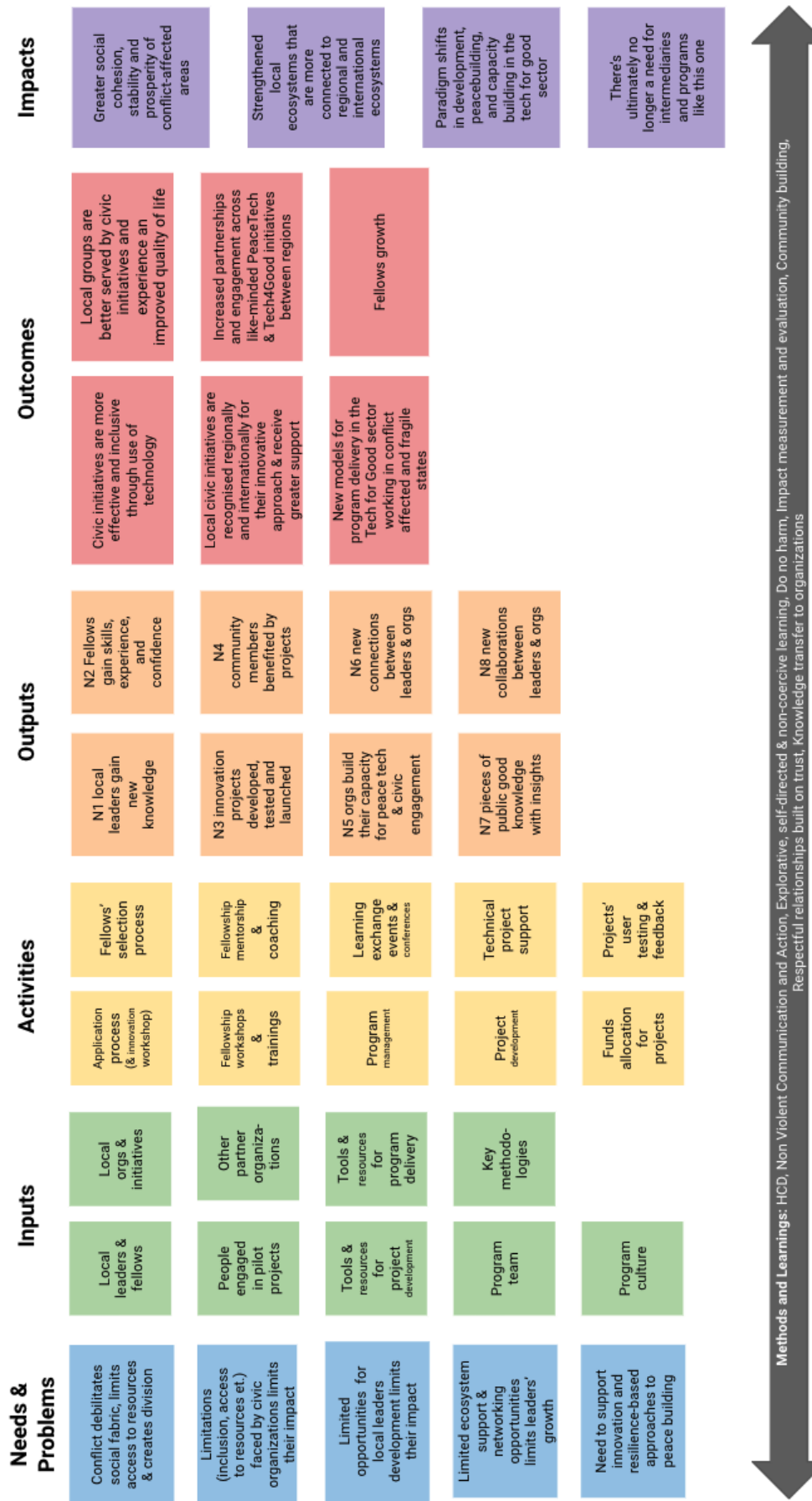
Image 1. *Visualisation of overarching Theory of Change developed (Version 2.0).*

Needs & Problems	Inputs		Activities		Outputs		Outcomes	Impacts
Conflict debilitates social fabric, limits access to resources & creates division	Local leaders & fellows	Local orgs & initiatives	Application process (& innovation workshop)	Fellows' selection process	N1 local leaders gain new knowledge	N2 Fellows gain skills, experience, and confidence	Civic initiatives are more effective and inclusive through use of technology	Greater social cohesion, stability and prosperity of conflict-affected areas
Limitations (inclusion, access to resources et.) faced by civic organizations limits their impact	People engaged in pilot projects	Other partner organizations	Fellowship workshops & trainings	Fellowship mentorship & coaching	N3 innovation projects developed, tested and launched	N4 community members benefited by projects	Local civic initiatives are recognised regionally and internationally for their innovative approach & receive greater support	Local groups are better served by civic initiatives and experience an improved quality of life
Limited opportunities for local leaders development limits their impact	Tools & resources for project development	Tools & resources for program delivery	Program management	Learning exchange events & conferences	N5 orgs build their capacity for peace tech & civic engagement	N6 new connections between leaders & orgs	New models for program delivery in the Tech for Good sector working in conflict affected and fragile states	Strengthened local ecosystems that are more connected to regional and international ecosystems
Limited ecosystem support & networking opportunities limits leaders' growth	Program team	Key methodologies	Project development	Technical project support	N7 pieces of public good knowledge with insights	N8 new collaborations between leaders & orgs	Increased partnerships and engagement across like-minded PeaceTech & Tech4Good initiatives between regions	Paradigm shifts in development, peacebuilding, and capacity building in the tech for good sector
Need to support innovation and resilience-based approaches to peace building	Program culture		Funds allocation for projects	Projects' user testing & feedback			Fellows growth	There's ultimately no longer a need for intermediaries and programs like this one

Methods and Learnings: HCD, Non Violent Communication and Action, Explorative, self-directed & non-coercive learning, Do no harm, Impact measurement and evaluation, Community building, Respectful relationships built on trust, Knowledge transfer to organizations

2.4 Stakeholder Groups

The evaluation had the participation of three types of stakeholders :
- **Peace Innovators** - Participants of the fellowship (also known as fellows, or innovators)
- **Build Up Collective** - Staff members of the Build Up collective working on the program in various roles
- **People who Engage with Fellows' Projects** - People who interact and engage with fellows' projects

It must be noted that the prioritised group throughout the engagement was Peace Innovators.

2.5 Data Collection Methods

Four types of online data collection methods were used. Table 2 summarises these below.

Table 2. Overview of Data Collection Activities			
Type of Engagement	**Stakeholders**	**Nature of Instrument**	**Sample Size**
Virtual Open Interviews	Peace Innovators	Open interviews via Zoom	14 interviews (Minimum 1 per program)
Fellows Surveys	Peace Innovators	Google forms distributed via WhatsApp	As many as possible (6 participants total)
Build Up Surveys	Build Up Collective	Google forms sent via Slack	As many as possible (5 participants total)
People who engage with project's Surveys	People who engage with Fellow's Project	Google forms distributed via WhatsApp	As many as possible (7 participants total)

Data collection was conducted with the highest standards of rigour to ensure integrity of the research process and results. However, two main limitations for data collection were present: time availability, and barriers to participation. The main limitation for data collection was the time availability of all parties involved, due to external factors outside the evaluation's scope. Moreover, even though invitations for participation were open to all fellows, barriers to participation may have existed in the form of limited internet access, limited time availability, conflict, among others.

3.
Results and Findings

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Results, outcomes and insights are described in this section.

3.1 Personal Impact

This section explores the following question: **What is the impact of the program on the individual participants on a personal level?**
Interviews and surveys led to the identification of personal outcomes that fellows associate with Peace Innovators Fellowships. As part of the data analysis process, these outcomes were categorised as internal or external. Outcomes were also classified into a combined total of eleven categories. These categories were developed during the data analysis process and were not solicited during the interviews or surveys.

Internal Outcomes

Internal outcomes refer to those experienced internally by fellows, such as mindset shifts, and changes to their self-confidence. These were classified into the five following categories, which are further detailed with direct quotes from fellows, and summarised in Table 3.

Mindset Shifts

"There are a lot of organisations who work with peace, but sometimes people here don't like to hear the word of peace, because it starts to be meaningless. But the way that they work, and how flexible they are. They are mixing technology, community and peace."

Skills and Competencies

"And the more important [thing] is to have an impact on the innovators, because they can continue to make other tools, other innovations. Now I know how I can implement other innovative innovations. Yeah, maybe the one that I did is not relevant today. [...] I can go for another tool, another innovation. Yeah. But now I have mastered the process."

Self-confidence and Agency

"Sometimes these fellowships also give credibility, to become a person who can talk about this. [...] I don't have a title on peace building etc. I read books, but it's not enough.."

New or Enhanced Sense of Community Belonging

"On a personal level, learning about technology for peace is very obvious, but at the time it was something that was not talked about, it was very difficult to know what the community around the subject is. Today we already

have almost 10 conferences, this was something that was little known, being able to learn these insights about it, from the hand of a fantastic community, which is the Build Peace community, is very important."

Enhanced Motivation

"... But at the beginning I had not really engaged for peacebuilding like today. [...] with the level of engagement that I had today, there are no comparisons. Because of the different training, discussions with the peacebuilding actors, I have been slowly slowly committed to the peace region. Actually. I'm telling you that I cannot stop even if the program is finished, with the project."

| Table 3. Personal Internal Outcomes of Peace Innovation Fellowship ||
Category	Examples
Mindset Shifts	Changes in perspective due to new relationships
	Importance of virtual and digital work
	Ideation and execution of creative and innovative initiatives
	Perceptions of how to carry out peace work without coerciveness
	Perceptions of how to successfully carry out peace work using technology and digital tools
	Perceptions of the value of user involvement and participation
	Perceptions of quality of an organisation
	Shifts in perception of the role of self in peacebuilding work
	Pathways for change of an impact initiative
	Multi-cultural & cross-cultural exchange
	Openness to innovative ideas
	Lifestyle changes
	Increased awareness of a given topic or issue (dialogue, conflict, etc)
Knowledge, Skills & Competencies	Peacebuilding methods and techniques
	Digital tools usage
	Competencies for participatory design
	Design thinking, human centred design and user-centred design methods
	Innovation and creative problem solving
	Programming and web design
	Video production
	Partnership and relationship management
	Technologies for peace
	Training & facilitation

	Project management
	Impact measurement and evaluation
	Humanitarian work
	Conflict management
	Non-violent communication
	Other (project specific)
Self-Confidence & Agency	Increased self-confidence due to acquired experience
	Increased self-efficacy to create local change and local impact
	Increased understanding of pathways for change for specific target groups
	Improved sense of self-esteem
	Perception of increased access to resources and opportunities
	New and strengthened connections to relevant stakeholders
New or Enhanced Sense of Community Belonging	Access to network of peace innovators
	Access to new and improved connections in local context
Enhanced Motivation	Social and affiliation motivations for doing peacebuilding work
	Achievement motivation to create peace within region

External Outcomes

External outcomes refer to those which are external to fellows, such as applying knowledge at work, or access to new job opportunities. These were classified into the five following categories, which are further detailed with direct quotes from fellows, and summarised in Table 4.

Doorway to Peace Sector

The Build Peace Fellowship, is basically a door to the wider world of peace building. People are social animals, so if we don't engage in the network that is doing something, we might not do it. It allowed me to go into the network of peace builders, and allowed me to widen my horizons of becoming a peace builder. It consolidated my motivations to learn more, and do more.

Application of Knowledge

"How can we evolve our people and make them actors of our innovation... for others to work for our innovation. Yeah, that was the tough thing. But that was achieved successfully. Because now the clients [in the organisation I work at] are involved, and now they know what is the process."

New Opportunities

"Not only have I learned this but also now I also provide the service of web design. So there is also an income increase for me. And also on another level I came to [this country] in 2017. Ever since up until 2020 maybe I could say I've met only five Yemenis, but after I got involved with the fellowship of Built Up and now I'm known."

Dissemination

"We are using technology in our organisation and we are using the villagers for peacebuilding. We are using data analysis data collection tools in our work, but I wasn't aware how this could really, really be impactful in a peacebuilding program. I discovered that there were so many things to do, in the area of peacebuilding and technology. There's so many things to do, especially with the young generations, and there's so many things to do. So, that was really the first thing to notice. There's so many people with many, many ideas, many products. That's our goal that's been implemented, implemented around the world."

Changes to Work

"Build Up opened my eyes for many things. They helped us, specially, to connect our art with digital things, like creation of a website, videos, games and videos. We started something new for us."

Table 4. Personal External Outcomes of Peace Innovation Fellowship	
Outcome Category	**Examples**
Doorway to Peace Sector	Expansion of perspective of possibilities with peace building + technology
	Improved understanding of methods for peacebuilding in region
	New connections to organisations and individuals in peace sector
	Access to new opportunities in peace building
	Improved credentials and credibility in peace building
Application of knowledge	New applications of previous work in peace building
	Applications of participatory processes and increased user involvement
	First experience with peace building work
	Applied research
	Exploratory perspective
Access to New Opportunities	Access to professional development opportunities
	Access to new jobs
	Access to trainings and skill development opportunities
	Access to grants, prizes and others
Dissemination	Teaching to others what was learned
	Creation of new and improved spaces for dialogue
	Reaching more people with the innovation
Changes to Work	Increased income
	Changes to perceived value of own work
	Use of technology and digital tools
	Introduction of participatory methods and human-centred design methods
	New colleagues and peer support

Contributing Factors

Another important finding is that every individual experience of the program is unique. For example, for one fellow, access to new work opportunities was the most important and impactful outcome, while for another fellow the most important outcome was related to applying new skills in their previous work. Various contributing factors cause these differences and are related to the fellows themselves, their context, and the specific program they took part in. Contributing factors mentioned by fellows during the interviews are exemplified below.

Context

Local Infrastructure. State of infrastructure required to implement the innovation pilot projects. Includes, but not is limited to, electricity, roads, and water supply. For example, the ability to mobilise to the location in which the innovation project is being implemented.

Connectivity. Internet availability, quality of the devices used, quality of electricity, among others. For example, in regions with limited access to electricity, it can be challenging to participate in online events lasting longer than one hour.

Local Culture. Cultural norms determine the fellows' experience to implement their innovation. For example, during interactions with politicians, a fellow found they had a strong preference for in-person interaction in comparison to WhatsApp interactions.

Peacebuilding Ecosystem. The existence or absence of institutions, individuals and organisations participating in peace building initiatives. For example, after the fellowship, the fellow may be able to access a grant from another peacebuilding initiative.

War and/or Conflict. State of war and conflict affairs impacts the fellows and the implementation of the innovations' pilots. For example, in-person workshops which have been cancelled due to armed conflict.

Local Stakeholders. Other local stakeholders, such as local leaders, municipalities, schools, among others, can enable or become a barrier to the fellows' innovations. For example, local allies in the government can be crucial enablers to innovation initiatives.

Social Capital. Networks and relationships among people who engage with innovations, including the fellow. For example, diasporic populations or recent migrants may face more pronounced challenges finding connections than non-migrants.

Fellow

Life Experience and Life Project. The fellows' life projects and other personal events can affect their participation in the fellowship. For example, conflicts with care duties or work.

Personality and Mindsets. Belief systems and personality traits. For example, projects' dissemination pathways can be correlated with fellows' preferred communication and collaboration methods.

Skills and Competencies. Fellows abilities, capacities, skills and competencies. For example, for fellows with previous project management experience, financial reporting requirements become easier.

Assets and Resources. Fellows' and/or their organisations existing access and resources related to the innovation. For example, fellows with strong organisational support in the form of resources can enable greater impact of the project.

Navigational Capital. Fellows' ability to navigate systems and institutions can become an enabler or barrier. For example, lack of experience fundraising can be a barrier to an innovation's sustainability.

Linguistic Capital. Fellows' available linguistic resources, and their role in power relations. For example, a fellow who speaks a dominant language can more easily access opportunities for diffusion through webinars, or presentations.

Program

Innovation Initiative. Scope, characteristics and nature. For example, video game software development can be more technically complex than developing a WhatsApp bot.

Mentors and Technical Support. Quality and cultural fit of mentorship and technical support. For example, mentor support can be a significant motivator for fellows.

Financial Resources. The monetary amount of the grant provided to support the innovation as part of the fellowship.

Donors and Requirements. Financial reporting, fellows eligibility, among others.

Timing. Pacing and duration of the program. For example, some fellows believe the duration of the fellowships must be longer.

Content Delivery Methods. Thematic content, pedagogical approach to workshops, online and in-person content delivery methods, among others. For example, those fellows who experienced the program during the pandemic expressed a strong desire for more in-person interactions.

Connections and Opportunities. Connections and opportunities facilitated by the fellowship. For example, a mentor providing a connection to another mentor in a different field.

Collaboration Culture. Collaboration practises and behaviour. For example, the non-coercive nature of Build Up's approach to gender work.

Non-coercive, self-directed, and explorative approaches to learning have been proven to increase adaptability and awareness, and overall psychological success (Hall et. al. 2017). These elements of the fellowship could be associated with increased feelings of self-confidence and agency reported by fellows (Table 8).

Theory of Change's Outputs and Most Frequently Mentioned Outcomes

The Theory of Change's Outputs relevant to the personal level are listed below for clarity:
- N1 (local leaders gain new knowledge)
- N2 (fellows gain skills, experience and confidence)
- N6 (new connections between leaders and organisations)
- N8 (new collaborations between leaders and organisations)

It must be noted that the types of outcomes more frequently mentioned by fellows during interviews and surveys are descriptive of these outputs. A list of these most frequently mentioned outcomes is provided below:
- Mindset shifts (internal)
- Knowledge, skills and competencies (internal)
- New or enhanced sense of community belonging (internal)
- Self-confidence and agency (internal)
- Doorway to peace sector (external)
- Access to to new opportunities (external)

Contributing Factors to Profound Personal Experiences

Another relevant finding is the depth and transformational impact of the Peace Innovation Program reported by some fellows. During the interviews, many fellows described internal changes they experienced while participating in the program as highly influential for their lives. These changes included shifts in behaviour and mindsets. The two following quotes exemplify this.

"When they reached out to me to attend a workshop on peacebuilding, I was like it's good to know. But when we started attending, I was big, big, personally involved or touched by the issue. I have lost people, I know people who've lost people, due to this issue. This is an opportunity for me to do something about something that means to me personally, regardless of the organisation, this is something that affects the community and myself personally. So personally, I was very happy that I was able to work on that issue."

"I think the experience changed me as a person. I said, for example, that I became vegan, as the result of the project. I have always had the idea, but it gave me that push. In addition, it had a great impact on me, especially after I saw how people may change after you just talk to them through simple techniques, or through simple data collection and approaching people nicely."

For those who reported higher levels of personal impact, two repeating themes were present: emotional connection and love of learning. Fellows who had a strong emotional and personal connection to the issue reported being highly motivated. Moreover, characteristics of "love of learning" were activated for them during the fellowship, like experiencing positive feelings when acquiring new knowledge related to their innovations (Renninger et.al., 2004).

Challenges and Limitations to Impact

Fellows interviewed also reported experiencing specific challenges associated with the fellowship. First, lack of time to dedicate to the fellowship process, since many have full-time jobs, care responsibilities, among other activities which limit their ability to invest time into the fellowship. Second, increased costs of project implementation are caused by the innovations' association with donor agencies. Third, lack of resources of financial support to continue developing the innovations.

3.2 Organisational Impact

This section explores the following question: **What is the impact of the program on the individual participants at the organisational level?**

Virtual Open Interviews and Surveys led to identifying various types of organisational outcomes that fellows associated with Peace Innovators Fellowships for their teams and organisations. These include not only legally registered organisations, but also project teams, collectives, and other groups frequently interacting and working together.

The types of outcomes mentioned by fellows were classified into ten categories. These categories were developed during the data analysis process and were not solicited during the interviews or surveys. The following quotes further detail each category, and Table 5 summarises the categories and their examples.

Increased Organisational Capacity

"As I said, it started with a mere idea that didn't have tools or strategy. So they equipped us with many important tools. And we learned very important topics about our work, what are the right tools to do, how we targeted outreach to people. So the project would not be where it is today, as it shifted from an idea if not for the support of that program."

Greater Visibility and Exposure

"It gave us a grant to organise the peace building campaign. In our country, in a start-up organisation like us, it's difficult to get such a grant, because it's a cycle of "you don't have the experience", "you can't get the grant". It allowed us to showcase our activities to other partners, and motivate them to work with us, and leveraged our impact."

New and/or Strengthened Partnerships

"Yes. Thank you for the question, because it is the place to say that [an NGO] through its President has been a frank collaborator throughout our time on the innovators program through his letter of request for partnership duly signed and received in our offices. Since the acceptance of her partnership, the president in person with two of her agents have always been with us in all our activities.[The NGO] has also gained in terms of visibility for sharing experiences and know-how."

Creation of New Entities

"Yes, I can say that it allowed me to create this organisation or to create this partnership. And it goes without saying that in 2020 we decided to create this organisation. Of course, the basic idea has been changed as well. And we have shifted towards Peace Innovation thanks to this program. So yeah, it allowed us to establish this organisation and know what we actually want."

Entering Peace Sector

"...this fellowship introduced us to a new aspect or level. And this fellowship allowed us to create a foundation, a foundation from which we can carry on. It's true that we have a baby experience in that regard. But as they say, like we have the seed that will grow larger with."

New Opportunities

"As an organisation, today, it did open doors for us towards new projects. We started building an experience about peace building, from which we can start doing more projects with bigger impact in that direction."

Improved Team Relationships

"This program has enabled our organisation and members to improve collaboration within the group and to interact with other structures/departments."

Technical Support

"Yeah, we got a lot of help from Build Up. Caleb helped us a lot. The other innovators. (…) And we got also some advice from them. And even one of them recommends an expat to me. And we sense and we got idea from this person to add on our idea and I think we got so many exchanges within the flows and in the frame of developing the idea."

Acquisition of Tools and Equipment

"Basically, the fund that we got from digital steps was, was really the opportunity itself, not only the financial support, all the support was really a life changing opportunity. We're still benefiting from the financial support till now. So it was really nice to know that they gave us a chance to buy equipment and logistic tools. Some funds don't do that. So that gave us some sustainability, because we're still using those tools."

Influence to Public Policy

"At the organisational level, it would be more with the Mayor's Office. There were 2 very clear impacts, (…) to support the creation of the decree regulating the issue, also the discussion of abandoning that vision of only voting, technology is innovated from a more pedagogical perspective to really support the expansion of participation with technology, I think that was very important in the discussion that the city was having."

Table 5. Organisational Outcomes of Peace Innovators Program	
Outcome Category	**Examples**
Increased Organisational Capacity	Increased impact of organisational initiatives
	Application of design and innovation process
	Improved conflict management and communication within team
	Development of new or different product offerings and services
	Development of new or different projects in peace building
	Application of learned methods to existing work
Greater Visibility and Exposure	Showcasing and promoting activities to other partners
	Greater visibility within local community
New and/or Strengthened Partnerships	New team members joined the initiative
	New relationships to local community stakeholders
	Knowledge exchange with other organisations and individuals
	Cross-cultural interactions with relevant stakeholders
	Improved networking with other organisations
	Strengthened collaborations with existing partners
Creation of New Entities	New collectives and teams
	New legally registered social enterprises
	New legally registered non-profit organisations
Entering Peace Sector	First peacebuilding project for the organisation
	Strengthened portfolio of peacebuilding projects
	Foundation for later development of other peace initiatives

New Opportunities	Access to funding opportunities
	Supported creation of new programs
	Opened doors to new projects
Improved Team Relationships	Improved collaboration within the organisation's teams
	Deeper relationships within team members
	Changed perceptions of digital work
Technical Support	Technical expertise for development of innovation
	Technical mentorship
Acquisition of Tools and Equipment	Curricular tools developed
	Audiovisual materials acquired
	Technological equipment acquired
Influence to Public Policy	Creation of decree for participatory budgeting

Theory of Change and Most Frequently Mentioned Outcomes

The Theory of Change's Outputs relevant to the organisational level are listed below.
- N5 organisations build their capacity for peace tech & civic engagement
- N6 (new connections between leaders and organisations)
- N8 (new collaborations between leaders and organisations)

A list of the most frequently mentioned outcomes during the interviews and surveys is listed below:
- Increased capacity
- Greater visibility and exposure
- Creation of new entities
- New and/or strengthened partnerships

The types of outcomes more frequently mentioned by fellows on interviews and surveys are descriptive of the outputs listed above.

New Entities and Existing Organisations: Two Pathways for Impact

One in five fellows reported having started a new organisation to advance the peacebuilding initiatives developed during the fellowship. This is an important outcome of the program at the organisational level, which exemplifies that one of the pathways for impact of the program is the creation of new organisations through which to continue implementing peace innovation initiatives. On the other hand, another pathway for impact mentioned by bellows was the execution of innovative work through existing organisations. The fellowship was described as an important enabler and support for the development of local organisations, while at the same time, the fellowship's impact can be amplified when combined with the resources and capacities the fellows' organisations already have and put to the service of the innovation.

3.3 Context Impact

This section explores the following question: **What is the impact of the program on the work that the participants have been doing in their own context?**

The documentation review, interviews and surveys led to initial identification of various outcomes areas. However, it is important to point out some of the limitations of this exercise:

- Each innovation project is different, and their associated theories of change are independent. Because of this, creating overgeneralizations of their impact offers little value.
- The focus of this evaluation exercise was on the Fellows' experience. Therefore, most (not all) data used in this section comes from a secondary data source.

Because of this, outcomes areas described in this section are representative of the fellows' experiences and visions with their innovation initiatives, and not as final or complete accounts of the impact the fellowship has had on their context. With this in mind, the five repeating outcomes areas identified are described below.

Mindset Shifts

Both fellows and people who engaged with the project reported innovations that changed the way people thought about peacebuilding, conflict management, and dialogue. One person who engaged with a project from Innovators for Peace in the Sahel 2020 wrote:

"Following the meetings, I understood that the rivals can agree to participate together and undertake to give their voice for the same cause, congratulating the initiative which gives them the opportunity to discuss unlike organisations which only deal with humanitarian aid."

Increased Capacity

Many initiatives focus on knowledge transfer, application of knowledge, and access to resources to increase an individual's or a specific group's capacity to build peace. The themes were diverse, including non-violent communication, conflict management, entrepreneurship, leadership, design, among others. For example, one of the people who engaged with a project wrote:

"I myself have been reinforced, I have acquired a lot of experience in the management and conduct of a project with visible impact. I was able to forge good partnership relations."

Participation & Mobilisation

Participatory approaches have been put front and centre of the innovation initiatives, from planning, to implementation. Fellows report this approach has promoted empowerment, social cohesion, and a sense of belonging. Also, some initiatives invited people who engaged with them to become part of their project team. For example, a fellow wrote about the importance of participation and inclusion in their work below:

"With us, the slogan is: the beneficiaries are the real actors of their own development. We favoured a participatory and inclusive approach. All were invited to the general information meeting organised in each village. Together with the communities, we have identified and set up committees of wise men, committees of young ambassadors, committees of citizen watch."

New and Improved Spaces for Dialogue

Various innovations enabled and supported new and improved spaces for dialogue. The methods were diverse and included both in-person and online strategies. One fellow wrote about their project:

"First the targets were farmers and herders who lived in absolute mistrust. Thanks to our initiative, they now have a channel for dialogue and have initiated monthly meetings. The dialogue is truly restored between them."

Narrative Changes

Some projects have enabled changes and different interpretations of events for the people who engage with them. One fellow shared about a specific case in which an unexpected outcome was observed:

"Another impact that we've seen is on the people who appeared on our videos, on the psychological impact, and spoke about the impact on them. They were happy because they had a space to express and talk about their experiences. They had a space to make their voice heard. And when they knew that their voice will help raise their awareness of others, they stopped seeing it as a problem they have, but they started seeing it as a tool to help others."

Other Outcomes Reported

Other types of outcomes reported are:
- Increased ownership of a specific project
- Increased community participation
- Increased awareness about specific subjects
- Community integration
- Replication and dissemination
- New and strengthened local leadership
- Influence on public polity
- Involvement of government officials
- Improved motivation
- Improved team relationships
- New collaborations and improved teamwork

3.5 Vision for the Future

This section describes findings of future visioning exercises.

Fellows' Vision for the Future

This section focuses on exploring Fellows' answers to the following question: **What is your vision of the future of the Peace Innovators Program?**
The eighteen fellows who engaged with the evaluation brought diverse perspectives, experiences and visions of the future of the fellowship program to the table. For this evaluation, repeating themes and insights were summarised to generate fifteen key takeaways, which are further detailed in this section.

1. There is a strong need and desire for an ongoing active network and communities of practice in which peace innovators can grow together.

Fellows see great value in a cross-initiative network for collaboration, peer-learning, problem-solving and others. This was the most mentioned theme of the virtual open interviews conducted, with over 70% of fellows mentioning it.

"In the future, I would like to see a network between those innovators. Maybe we could support one innovation to make others be together. Innovators from west africa were from 3 countries, but there is nothing that can link them together after the project, after they had tested their pilot, there's no other length. Maybe, we can think beforehand, a kind of innovative solution to link projects afterwards. Maybe it can come from one of the innovators. Maybe from the projects outside the innovators."

Specific ideas and characteristics the network could consider according to fellows are:
- A fellows' innovation project to link other projects together after the fellowship has ended
- Mentorship opportunities amongst the network of fellows
- Bi-annual spaces for dialogue among fellows
- Opportunities for fellows to present their work, project updates, and other lessons
- Problem-solving sessions amongst network members
- Unidirectional online panels or seminars don't create high-quality opportunities for networking
- Methods inclusive of people with limited access to the internet and/or electricity
- Communities of practice with similar initiatives from different countries which include people and projects that have not participated in the fellowship program
- Workshops with experts to help fellows solve specific problems
- Opportunities for fellows to transmit what they have learned to others
- Increasing presence on the ground where there's low connectivity and/or poor connectivity by creating networks that link people with digital literacy and connectivity with people who don't have access to connectivity
- Direct introductions between fellows doing similar work
- Prioritise deeper interactions, such as in-person gatherings

2. More people and innovators must have access to this opportunity.

Over ⅔ of fellows mentioned they would like other people to have access to opportunities like the Peace Innovators Program, and they would also like to see the impact of the innovations reach even more people in the future.

"I think you have already thought of the future. But I think mainstreaming the experience over different programs and interventions might be useful. For example, the program in which we participated was targeting five countries. Maybe mainstreaming it over other countries will have a greater benefit than they want to achieve for five countries. The countries of the diaspora, where Yemenis are located, and also, on another level targets Syrian communities, wherever they are. Yemenis reside in many countries. Well, and there are countries that have a high density of Yemenis and it was not targeted by our program. There are also a lot of Yemenis in Turkey, Malaysia. Maybe if we put greater efforts on these countries, we would increase the weak chances of evolving in such programs."

3. Fellows want more opportunities to collaborate with other fellows, support other innovations through mentorship and peer-learning, and take a larger role in new fellowship programs.

Some innovators have experience and knowledge to become mentors, trainers and fulfil other roles in future programs. Moreover, for many innovations, the need for support doesn't cease, instead it often increases after the fellowship.

"But I'm thinking about it both ways. It should reach out for new initiatives, so they can kind of live the same experience that we did. And it should work on all the already existing beneficiaries, or initiatives or people to kind of create more quality impact. [...] It may be something collaborative, it may be something maybe a combined program with other countries work together? I don't know. But like, it shouldn't stop there, because there are some initiatives or people that deserve to be invested in, in the future. And actually, that depends on Build Up's vision and Build Up's goals, but what I see as a logical flow is to have a second level with the people who already got the chance to be part of the program and to expand more for new initiatives."

"They can give high involvement to the peace innovators. Some of them have really good experiences. So much capacity that they can use..."

"For myself, I got a chance to have someone from Build Up, my mentor came, when I was implementing the tool, the innovation. She came here, and she saw how the people were experiencing the tool. What were the difficulties, the challenges. Maybe it can't be only people from Build Up, it can be other innovators. They can travel to see, to witness and to encourage other innovators when they are implementing, when they are testing, when they are launching their innovation."

Other specific suggestions mentioned by fellows are:
- An online platform where innovators can learn from each other's work and share experiences
- Graduated fellows who become mentors for new fellows
- Fellows travelling to learn about other fellows' work
- Graduated fellows supporting the ideation stage of new fellows
- Sessions to support one specific project and/or innovator

4. Local organisational and institutional support is paramount to the success and sustainability of peacebuilding innovation.

Connections and partnerships with local stakeholders are key enablers for innovation initiatives, since they provide resources, mentorship, and other types of support. This needs to be taken into account right from the start of the fellowship.

"How to connect them directly with the sponsors, the people who can finance their projects. The majority of them are not used to have these type of space where to meet the people that can support their project. How can we think about this beforehand? If an innovation project is not linked to an organisation, like for my case, I had the chance that the tool was part of what the organisation was looking for. If the innovation is not lending in a structured organisation, it can not provide for a long time. How can we make sure to link those innovations to existing organisations, or to existing projects that last a long time, or that have an implementation that is for a long time."

Specific examples and ideas for this are listed below:

- Linking the innovation projects to a "host organisation" or institution which could support them after the fellowship with Build Up has ended
- As part of the fellowship, connecting the fellows with local organisations and institutions that can support them with resources, funding, know-how networks and others
- As part of the fellowship, connecting the fellows with international organisations and institutions that can support them with resources, funding, know-how, networks and others
- Supporting the formalisation of partnerships between fellows and existing organisations and institutions, through commitment letters, formal agreements among other methods
- Having the fellowship support existing organisations, specially grassroots organisations with limited resources and access to funding
- Developing innovation projects in which the main objective is to support existing peace innovation organisations facing challenges

5. Build Up should reflect on who they want to collaborate with in the future, and consider choosing areas of focus.

Some fellows recommend that greater focus and/or specificity should be introduced to the selection process in order to improve the likelihood of innovations being sustained over time. For example, focusing on specific locations, and/or disciplines such as visual arts. Fellows also commented on the importance of considering contributing factors as part of the fellowship selection process (context's culture, fellows' organisations, fellows' social capital, etc). Moreover, one in every five fellows mentioned youth involvement as part of their vision for the future.

"If I prepared Digital Steps, I would be more focused. I would not be very open to collecting different types of organisations working together. I would be very careful when I choose the organisation, and look at their history. When we applied, they didn't ask us about our CV. They only asked us about the project. I can understand this, but one of their problems is they work with people, and their work is gone. Many of the organisations disappear. If they focus on good people. If they work with 10 organisations, then all 10 organisations are in a better place. Not only people get the funds, and are gone. They should focus, what kind of organisation they want to work with. If I'm planning, I would put 1, 2, 3, this kind of people, and this type of organisation. Sometimes they work with organisations, and they don't have the experience to know the balance of where they are going with this project. Many projects started working, and then they are not working anymore. More focus. Many good organisations need this chance. The problem, it was very open. Peace and technology, but they don't focus on the context of the organisation. The organisation depends on the vision of Build Up, and who they want to work with."

"...it may be a program focusing on a single topic. Not just about having all these different ideas, maybe focusing. (...). It might be a program having three categories, like we need to talk about arts or projects, about mental health, or about digital things."

6. For optimal dissemination, action should continue to be led by the local level. Deeper interactions are needed to create more impact.

Fellows value local action, leadership, and reach of their projects, while also placing great importance on the depth of interactions. For all fellows who mentioned this topic, in-person interactions are needed in order to establish deeper relationships and trust.

"In my opinion, or from our experience, I can say that we felt that when we target micro groups in society is better than delivering a scale project to a mass audience. Why? Because when you go to talk, and talk one on one with someone, or do a focus group, or an hour session, let's say for 10 people, at least seven of them will take something home with them. But when we do mass gain, activities or things that are too general, for example, an ad or three might reach many people, but when we sit with someone for an hour, and listen to them, and give them a space to share and expand, I found it much more useful. When you say what was the most impactful part of the project? I wouldn't say the videos, I would say the awareness sessions because when you see the people and when you interact with them, this serves the purpose greatly."

7. There is immense value in multicultural and cross-cultural collaborations, as well as exchanges between international teams.

Fellows appreciate their exchanges with peers from different countries and the multi-cultural collaborations the program enables. Some fellows also commented on the importance of deeply understanding the culture and context in which projects are taking place. Many fellows had a shared vision of local action as part of a global community.

"I'd like to see peace innovators from around the world. Until now we saw many of them from MENA region, and Africa. Why not from Europe, from South-America, so that they can be linked, and can share their experience. So what about an online platform, where they can meet and discuss what other innovators are doing, encouraging them, giving them ideas, how to make their projects more efficient, more productive. An online platform where they can meet and exchange experiences."

"We now work with Arab people, and we don't have the chance to have contact with people different from us. So the experience is different for us. [...] People like the mixing of people, different points of view, people from different communities, it makes the mix more rich. When you work with people like you, they don't give you something new. If they want to continue their project, they should rethink this point. "

8. Fellowship's collaborative culture is valued and a key enabler of fellows' success.

This culture must continue in the future. Elements that fellows appreciate include professionalism, cleverness, flexibility, space for exploration, true support, open communication, and understanding.

"The Build Up team, their approach was HCD, this is great, because they are flexible enough to adjust our projects and the impact be sustained, and make it as needed organically. Sometimes international organisations come, and they have these straight logical frameworks. People change all the time, the situations change all the time. It's good for accountability, but it's not organic anymore. By making it human centred, we make it flexible enough to adjust our impact, that is relevant to the time we are in, not just the time of the beginning of the project."

9. Build Up's access to resources like networks and tools supports the fellows and their initiatives. To add even more value for fellows, they should be leveraged in new and even greater ways.

Though most fellows are empowered with the current processes, fellows continue to face structural and institutional barriers when accessing resources, networks and tools.

"I think most of the projects have been in house, or stopped because of this [not enough funding]. Yeah. And I know that Build Up like has a stronger prestige than us. Yeah, create connection and support, even if they put in as partners. Like collaborators, partners, technical advisors, anything, but knowing up to three years, it's important, I think, for creating the momentum and building it."

"Since Build Up has a very large network itself, maybe. Maybe you can share certain messages among your networks, for example, or you can share resources, or contact points with these actors with us, the teams to reach out to. And they did this with me, they helped me, they helped me here. They helped me meet many people who supported us. So I don't think that I'm not saying they're falling behind. But in this regard, but I think there is always, always there is more to be done in this regard, for example. For example, powerful entities with large networks, such as Build Up, for example, can also share for example, briefs, or small introductions to these efforts among their networks, also for collaboration and support. So I think it's simple steps, but it's very much doable."

Some of the specific ways in which this could be done suggested by fellows are listed below:
- Support the dissemination and exposure of fellows' projects
- Support and amplify fellows' messages to a larger audience, since Build Up has access to audiences innovators do not have access to
- Facilitating connections between fellows, individuals and organisations
- Continuous mentorship
- Organising peer mentorship
- Avoid duplicating fellows' and their organisations' efforts
- Organising workshops & training sessions
- Funding support
- Help teams find financial support
- Leveraging Build Up's credentials to support fellows to find funding
- Direct introductions to potential partners
- Enable multi-cultural collaborations
- Ensure in-person interactions since they are key to success

10. Fellows believe there is a need for more in-person activities, since online options can be a barrier to creating an enabling environment for innovation, building relationships, and technical training.

Challenges with online-only engagement methodologies were mentioned more often by fellows who experienced the fellowship during the COVID pandemic.

"We had the maximum online, it wasn't very easy, but we saw that maybe when we are physically in the same place, we can be more productive, when it comes about thinking, imagining. When you are alone, very far from others, you are not inspired. When you stay in your own environment, you are not inspired. When you go outside to meet other people, then you get inspired."

"So regarding the innovation program for peace, I think it was very good, and even during the pandemic too, it was really important during processes because after with communication constraints, this becomes difficult, but, in fact, these sessions were really instructive and they had a larger impact than other remote sessions. So I would like to focus more on in-person gatherings, or on less remote events, so we can be able to work closely together."

11. Innovative solutions are needed to counteract barriers to internet access, electricity and connectivity that many people Build Up collaborates with have.

Overcoming these barriers needs to be considered for both the development of technology innovations that respond to local realities, as well as for the design of reach-out and engagement initiatives, including networks, webinars, among others.

"So, what we need to integrate in our vision, and Build Up's vision is to be more on in the field or on the ground. There are smartphones, but low connectivity or poor connection, and so people are not always on the internet trying to navigate. But let's say that these people can become ready to even help others in the same way, and this way, we would be creating a larger network. So we will be creating a collaboration between people who have good connections and people who have low connectivity issues."

"I know it was a really good [The 2020 Build Peace Conference]. But I noticed as someone who tried to attend that event, that it's hard right now to focus on online sessions that are low, and kind, a little bit tiring. [...] But just like to see the amount of time spent to organise that event, how could it be we invested in something like that's closer to the initiatives that you're working with? [...] It was like the case for Syria, for example, I didn't feel it's the right structure to be attended or to be part of as a Syrian, a beneficiary. But I don't know what the case for other countries. Yeah, a lot of online events and as I said, before, electricity and internet connection here doesn't help a lot with those kind of things. So we try our best to be part of them, but longer than two hours, the equipment around us won't help us to be there. Yeah, it's not as efficient as we need to recharge everything we're using, and it's not the easy."

12. After completing the fellowship program, many fellows lack funding to support the ongoing development of their projects.

Fellows need more knowledge of and access to funding — pros and cons of different strategies like sponsorship/grants/loans, guidance for application processes, references and support for overcoming barriers in approval processes, etc. — in order to continue developing their innovations and creating more impact.

"How to connect them directly with the sponsors, the people who can finance their projects. The majority of them are not used to have these type of space where to meet the people that can support their project. How can we think about this beforehand? If an innovation project is not linked to an organisation like for my case, I had the chance that the tool was part of what the organisation was looking for. If the innovation is not lending in a structured organisation, it can not provide for long time. How can we make sure to link those innovations to existing organisations, or to existing projects that last a long time, or that have an implementation that is for a long time."

"Also, of course, fiscal and financial support can play a great role in stopping or allowing projects to continue. So there should also be focus on the financial support and funding."

13. Some types of technology are extremely expensive to develop and maintain.

One-time and ongoing expenses for software development and other technologies need to be considered as part of the innovation process from day one to create strategies for the development and maintenance of projects over time.

"Because technology needs money, and needs experience, we don't have this. They are disappointed. They wanted games like the games they play, and that needs a lot of money. They liked it, but it's not what they want if I want to be honest. They had another imagination of the kind of game.They tried to design a game for us, but we couldn't put it on the website because it required very good developers and a lot of money."

14. Medium and long-term sustainability need to be addressed.

Fellows need more support for how to strategize the long-term sustainability and financial viability of their projects, including topics like social entrepreneurship and sustainability models. Moreover, there is an opportunity for Build Up to rethink sustainability in the design and implementation of the fellowship program.

"If there was something to teach us how to make something similar to a social enterprise, not being totally dependent on the donor, for example, Build Up can give the initiative a certain amount of money. If the initiative applies an idea that will ensure continuous income, even if it wasn't profitable, only to maintain the team. For example, a team that works on production could work on producing a magazine for children rightly sold for a certain amount of money to keep supporting the team? I don't know. I'm just thinking out loud. Trying to find ideas. But actually, I don't know it's a little bit hard here in Syria, there is a lot of economical difficulties to support the sustainability of any initiative. Because businesses are struggling to be sustained. How can you deal with social work?"

"It will be good to initiate more substantial programs in terms of time and resources. Short-term actions have less impact on the ground."

15. There is a need for fellowship follow-up strategies.

Over half of fellows who participated in the evaluation would like to see follow-up activities. The most effective follow-up strategies would compensate for projects' inertia over time, share networks/resources between projects, and build relationships between past and current fellows.

"I feel like we need more something of linking the last programs together, no, like, not just building a new program with new, totally new people, and something like that, maybe connecting the old people with each other."

"Yes. the first recommendation is to see how to relaunch the programs or even the activities very quickly so that we can consolidate the achievements and maintain the thread with our beneficiaries who are beginning to get impatient so that we can intensify our activities. Increase the support fund for the different project ideas (in an unstable area there are too many contingencies to take into account). Broaden the scope of programs. If possible find strategies to reduce the waiting time between (End of contract)."

Some specific comments and suggestions made by fellows are:
- Fellows need technical support to continue developing the projects
- Organising more technical trainings to continue building capacity in fellows and people who engage with fellow's projects
- Facilitating communities of practice for specific topics
- Narrowing down communities of practice to more specific topics (Example: hate speech)
- Trainings and/or workshop for peacebuilders to upskill, and stay up to date with the peacebuilding sector
- A Fellowship 2.0 or level 2.0 after the fellowship

Build Up Team's Vision for the Future

Throughout this evaluation exercise, Build Up team representatives expressed their desire to understand what is the collective impact they can influence with the fellowship program. While the focus of this evaluation was in the fellows, the survey administered to the Build Up team provided insights into what is their vision for the future of the program. Their answers are summarised below:
- Provide post-grant support
- Provide multi-year accompaniment
- For the fellows to define the future of the Peace Innovation Fellowship
- The opposite of something expands and contracts according to donor needs
- A well-oiled program to graduate tangible innovative initiatives
- Provide a network
- Continues to be an example that pushes against popular notions of peace tech being big or high tech
- Growing beyond the Build Up team with more integrated partnerships with external engineers and creatives
- Targeting teams who are not yet connected to the peacebuilding industry
- Targeting people who are not working on peace, but on art, engineering, child care, etc. to make their work more relevant as a contributing to peace.
- A stepping stone for individuals
- Fellows take on the mentor role and Build Up's role becomes lighter
- A program that isn't project-oriented. For example, upskilling.
- Direct donor funding
- Impact focus where impact is not a byproduct
- A program that supports fellows in targeting root causes of conflict in their community

Summary of Insights for the Future

Table 6 below summarises the insights obtained from both Build Up and Fellows, using categories.

Table 6. Summary of Insights for the Future		
	Fellows	**Build Up**
General		- A program that supports fellows in targeting root causes of conflict in their community. - Impact focus where impact is not a byproduct. - A well-oiled program to graduate tangible innovative initiatives - A program that isn't project oriented.
Reach, Targeting & Scale	- More people and innovators must have access to this opportunity. - Build Up should reflect on who they want to collaborate with in the future, and choose an area of focus.	- Targeting teams who are not yet connected to the peacebuilding industry. - Targeting people who are not working on peace, but on art, engineering, child care, etc. to make their work more relevant as a contributing to peace.
Peace Innovators' Role	Fellows want more opportunities to collaborate with other fellows, support other innovations through mentorship and peer-learning, and take a larger role in new fellowship programs.	- Fellows take on mentor roles and Build Up's role becomes lighter. - A stepping stone for individuals.
Build Up's Role	Build Up's access to resources like networks and tools supports the fellows and their initiatives. To add even more value for fellows, they should be leveraged in new and even greater ways.	Fellows take on mentor roles and Build Up's role becomes lighter.

Ecosystems, Networks and Community	- Local organisational and institutional support is paramount to the success and sustainability of peacebuilding innovation. - There is a strong need and desire for an ongoing active network and communities of practice in which peace innovators can grow together. - There is a strong need and desire for an ongoing active network and communities of practice in which peace innovators can grow together.	- Continues to be an example that pushes against popular notions of peace tech being big or high tech. - Growing beyond the Build Up team with more integrated partnerships with external engineers and creatives. - Provide a network.
Methods and Approach	- There is immense value in multicultural and cross-cultural collaborations, as well as exchanges between international teams. - For optimal dissemination, action should continue to be led by the local level. Tools like social media are effective at reaching a broader group of people, a breadth of people, but to create lasting change, deeper interactions are needed. - Build Up's collaborative culture and approach are valued and a key enabler of fellows' success. - Fellows believe there is a need for more in-person activities since online options can be a barrier to creating an enabling environment for innovation, building relationships, and technical training. - Innovative solutions are needed to counteract barriers to internet access,	

	electricity and connectivity that many people Build Up collaborates with have.	
Sustainability	- After completing the fellowship program, fellows lack funding to support the ongoing development of their projects. - Technology, especially its development and maintenance, is extremely expensive. - Medium and long-term sustainability need to be addressed. - There is a need for fellowship follow-up strategies.	- Provide post-grant support. - Provide multi-year accompaniment. - The opposite of something expands and contracts according to donor needs. - Direct donor funding.

4.
Conclusion

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The Peace Innovators Program impact was characterised at three levels: personal, organisational and context. At the personal level, fellows describe their experience with the Peace Innovation Program as a deep and highly impactful opportunity for their growth and professional development. Moreover, fellows' reports of impact at the organisational level provide evidence of increased capacity and access to opportunities in local civil society organisations and teams. Both of these findings are consistent with the programs' theories of change. At the context level, fellows' and participants' accounts of impact suggest the innovations' theories of change are being validated. However, further research and evaluation efforts with a larger sample size of people who engage with innovations are needed for further validation at the context level.

For the future of the Peace Innovators Program, three main conclusions were drawn from data. First, fellows believe Peace Innovation Programs are highly impactful initiatives contributing to peacebuilding in their regions through various pathways for change. Fellows want to see the Peace Innovators Fellowships continue and increase their reach to more people in their region, and around the world. As they do this, there is also an opportunity to reflect and retarget who is involved in this work, and how it can be disseminated. Second, there is an opportunity to rethink the roles and relationships of the program key stakeholders to amplify impact and to nurture collaborative communities in the peace innovation ecosystem. Finally, there is a need for the introduction of more sustainable approaches to peace innovation work, that contemplate innovations' life-cycles and their local context.

5.
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Annex

This annex describes the activities conducted during the discovery phase.

A. Discovery Phase

This section describes the activities conducted during the discovery phase.

Learn

Existing documentation about the program was reviewed. This review allowed a deeper understanding of the program's context, process, and outcomes. It included various final reports, videos, infographics, and conversations with the Build Up team. This data was leveraged to develop an overarching theory of change for the program. Also, it was used to create a data map (Image A1). This data map summarised the types of data found on each documentation unit.

Type of Data / Source of Data	BPFellows2016	BP Fellows Interim Report 2017	Final Evaluation Report Myanmar 2018-2019	Digital Steps Final Report 2018	Digital Steps Final Report 2021	
FELLOWS						
Fellow's biographical information	X	X				
Fellows' opportunities program opened for them		X				
Fellow's communications consent					X	
PROJECTS						
Projects' summaries	X		X	X		
Projects' background information	X	X				
Projects' process descriptions		X	X	X	X	
Projects' next steps		X	X	X	X	
Projects' results			X	X	X	
Projects' impact descriptions by sector			X			
Projects' challenges & lessons learned			X			
Projects' additional support needed				X		
Projects' feedback from users				X		
Fellows' quotes about projects' next steps			X			

__Image A1.__ Data Map generated from existing documentation on the Peace Innovation Program.

Co-vision

A 30-min online session was held with the Build Up team to co-vision the evaluation together. During this session first, the group engaged in a reflective exercise. The reflection revolved around an individual future-projection to the moment of the data party (the conclusion phase of the evaluation) while connecting with three different feelings using the following prompts:
- Imagine we are at the data party. You feel joyful, satisfied, inspired and happy. Why?
- Imagine we are at the data party. You feel discomfort. Why?
- Imagine we are at the data party. You feel surprised. Why?

The results of this reflective exercise were analysed, and are summarised below:

A successful evaluation enables:
- More clarity about the program

- Evidence of impact
- Sense making of the past 5 years
- Narratives of change & stories of transformation
- Understanding of how the program holds multiple modes of change
- Improvement of understanding of the program's rationale
- Confort when presenting the program

A successful evaluation provides de fellows:

- A useful experience
- More comfort with being part of the program
- Participation in the design of future programs

A successful evaluation provides insights about:

- Program components' importance
- Program components' improvements
- Why continuing with the program
- Understanding of how to help fellows better
- Programs relationship to scale
- Ideas for how to increase impact

We must consider:

- Questioning the non-extractive nature of the evaluation
- Avoiding lack of critical feedback
- Making sense of non-positive experiences
- Questioning programs' impact & reach
- Disconnect between Build Up's vision & fellows' vision
- Preventing instruments that are not culturally responsive
- Fellows' barriers to participation (internet, language)
- Discomfort with race/power/NGO industrial complex

We would be surprised if:

- Fellows' vision of peace innovation work doesn't include collaborating with Build Up
- Fundamental disagreements among the collective
- Non-positive experience for all stakeholders
- Low participation & interest
- Innovations are applied to fields outside of peacebuilding

B. Evaluation Phase

This section describes the evaluation phase.

Theory of Change

Existing documentation on theories of change was found to be program-specific. An overarching theory of change was developed to serve as a foundation for evaluation methods. Later, the theory of change was presented during an online session to the Build Up team, who provided feedback both during the meeting and synchronically. This feedback was used to develop an improved version 2.0 (Image 1).

Design of Data Collection Approach

The program's Theory of Change informed the design of the data collection approach. This approach included the following considerations.

Guiding Questions Brainstormed

- What is the impact of the program on the individual participants on a personal and organisational level?
- What is the impact of the program on the work that the participants have been doing in their own context?
- What are the programs' different modes of change or pathways for change?
- What is the relationship between scale and the program?
- How to increase programs' impact?
- What's the program's impact in the fellows' communities?
- What are the fellows' visions of peace innovation work?
- Are there applications of the innovations in fields outside of peacebuilding?
- How do you (fellows) envision the future of the Peace Innovators' Program? - Future through an open inquiry into past impact from fellows' perspective.

Final Questions for the Evaluation

The intention of the engagement with Peace Innovators was to gather their insights, knowledge, thoughts, and experiences about two main questions:

1. What are fellows' visions of the future of Peace Innovation Programs?
2. What are the fellows' visions of impact for the Peace Innovators Program they experienced? (personal, organisational, and context levels)

Considerations for Methodologic Approach

- Allowing space for the program holding multiple modes of change
- Creating an experience that is useful for fellows
- Prioritising fellows participation in the design of future programs
- Opening space for critical feedback
- Counteracting fellows barriers to participation as much as possible, including internet connectivity and language
- Consideration of confirmation bias in the theory of change
- An engagement style that allows emergence to occur

Third Party References and Techniques

This methodologic approach draws from knowledge and experience from the following existing methods and tools: Adrienne Maree Brown's Emergent Strategy Facilitation Tools, Tara Yosso's Cultural Capital Model, and MIT D-Lab's Lean Research Framework.

Stakeholder Groups

The evaluation had the participation of three types of stakeholders :

- **Peace Innovators** - Participants of the fellowship (also known as fellows, or innovators)

- **Build Up Collective** - Staff members of the Build Up collective working on the program in various roles
- **People who Engage with Fellows' Projects** - People who interact and engage with fellows' projects

It must be noted that the prioritised group throughout the engagement was Peace Innovators.

Pilot

The pilot aimed to validate the data collection methods and to elucidate improvements needed to fulfil the intention of the engagement. The general approach was an open inquiry session between a facilitator (in this case, Ta Corrales) and a fellow. During this session, open discussions would emerge in response to the two main research questions.

Question 1 - What are the fellows' visions of the future of Peace Innovation Programs?

Some of the types of information expected to emerge related to this question were:
- What's their vision for the future of the program?
- What are the pathways for impact of future programs?
- Who are the people involved?
- What are the different roles of the people involved?
- What are the tools and resources needed?
- What does scale mean for a program like this?
- Other emergent themes

Question 2 - What are the fellows' visions of impact for the Peace Innovators Program they experienced (Three levels: personal, organisational, and context)?

Some of the types of information expected to emerge related to this question were:
- Pathways for impact of the program, and the pilot projects
- Narratives of change and stories of transformation
- Program improvements
- Relationship of the program to scale
- Impact characterisation at personal, organisational and contextual levels
- Other emergent themes

The pilot's engagement is further detailed in Table A1.

Table A1. Methods Used for Pilot Interviews	
Engagement Format	Virtual sessions with a maximum duration of 60 minutes. Via Zoom, WhatsApp audio call, or WhatsApp text conversations (chat, audio, images), depending on the fellow's connectivity
Unit of Analysis	Number of fellows
Sample Size	Three fellows

Selection Strategy	Three fellows who speak English, have diverse connectivity situations, and diverse relationships with Build Up
Recruitment Strategy	Via email. First contact was done by Build Up. Subsequent coordination was done by Ta Corrales.
Dates of Implementation	November, 2021.
Session Flow	1. Introductions - 5 min 2. Session overview & consent - 5 min 3. Future Visioning - 15 min 4. Visions of Impact - 15 min 5. Feedback between Future & Impact - 15 min 6. Wrap-up - 5 min
Data Management Considerations	Video recording and text notes were taken. Non-anonymized data (video, audio, and notes) are stored in an encrypted and password-protected Dropbox folder. Anonymized data is stored in Google Drive. All non-anonymized data is stored until June 2022, after which it will be deleted.
Data Analysis Methods	Mixed qualitative data analysis methods
Consent	Informed consent information was provided to fellows during recruitment communications. Fellows provided confirmation of spoken or written consent at the beginning of the virtual session.

Following the open format, this pilot more specifically aimed to validate the following topics:
- Timing - Are 60 minutes a reasonable and sufficient time for the exercise?
- Types of data - What types of data will emerge from the conversation? Are these types of data sufficient to meet the intentions of the engagement?
- Format - Do the formats proposed allow for creative, respectful and valuable exchanges with the fellows?
- Other emergent learnings

Results of Pilot Engagement with 3 Fellows

The following learnings and results emerged after holding three 60 minutes conversations with fellows:
- 60 minutes were enough to gather sufficient data, and to conduct the proposed agenda.
- The three interviews conducted used Zoom as a platform. Zoom worked well for the three interviews conducted, including relatively low bandwidth settings.
- Utilising Mural or Miro for visual note-taking wasn't possible due to connectivity issues.
- Prompts were used by Ta to lead the conversation flow as needed.
- Different fellows prefer different dynamics for visioning. One preferred to think while talking, while another preferred listening to music and taking a moment to take notes.
- The emergent types of data were sufficient for the purpose of this engagement.

Data Collection

Virtual Open Interviews

Table A2 details the Virtual Open Interviews Engagement with Fellows below.

Table A2. Methods Used for Virtual Open Interviews	
Engagement Format	Virtual sessions with a maximum duration of 60 minutes via Zoom.
Unit of Analysis	Number of fellows
Sample Size	14 interviews (3 pilot interviews, 11 post-pilot interviews)
Selection Strategy	Sample was chosen to include at least 1 fellow from each program, and a variety of types of projects, level of engagement, gender and location.
Interpretation and Translation	Live interpretation was made available in French and Arabic for those who preferred it.
Recruitment Strategy	Via email
Dates of Implementation	December 2021 - January 2022
Session Flow	1. Personal introductions - 5 min 2. Session overview & consent - 5 min 3. Future Visioning - 15 min 4. Impact Visions - 15 min 5. Open Space - 15 min 6. Wrap-up - 5 min
Data Management Considerations	Video recording and text notes were taken. Non-anonymized data (video, audio, and notes) are stored in an encrypted and password-protected Dropbox folder. Anonymized data is stored in Google Drive. All non-anonymized data is stored until June 2022, after which it will be deleted.
Data Analysis Methods	Mixed qualitative analysis methods.
Consent	Informed consent information was provided to fellows during recruitment communications. Fellows provided confirmation of spoken or written consent at the beginning of the virtual session.

Online Surveys

Three surveys were designed and applied. One for fellows, another one for people who engage with fellows' projects, and a third one for the Build Up Team. Table A3 describes the methodological details of the online surveys methods for all three surveys.

Table A3. Methods Used for Online Surveys	
Engagement Format	Surveys (Google Forms)
Unit of Analysis	Number of fellows
Sample Size	As many as possible (6 participants total)
Interpretation and Translation	Form available in 3 languages: English, French and Arabic
Recruitment Strategy	Via email and WhatsApp
Dates of Implementation	January 2022
Data Management Considerations	Data is stored in Google Drive. All non-anonymized data is stored until June 2022, after which it will be deleted
Data Analysis Methods	Mixed qualitative analysis methods
Consent	Informed consent information was provided to fellows during recruitment communications. Fellows provided confirmation of spoken or written consent at the beginning of the virtual session.

Online Surveys for Fellows

The final instrument design for Fellows' Surveys are detailed in Table A4 below.

Table A4. Fellows' Survey Instrument		
Objective	**Type of Data**	**Questions / Information**
Provide background information for the engagement	● Intention, consent, contact.	Hello! Thank you very much for being here! 🙏 This is part of an evaluation and future-visioning initiative for Build Up's Peace Innovation Initiatives. We want to look back at the Peace Innovator Fellowships after five years of engagement across so many different contexts, and to look ahead to imagine the future of this program together with former and current fellows like you. ➡ This form includes 6 main questions ➡ Duration: 10-30 minutes to complete ➡ All your responses will remain anonymous ➡ The results will be shared during a Data Party 🎉 on Tuesday January 26th, at 7am ET, 2pm Syria, 6.30pm Myanmar.

		If you would like a copy of your responses, please leave your email address or WhatsApp number on the last question and a copy will be sent to you within 72 hours. For any questions, you can contact Ta Corrales at ✉ ta@smithassembly.com or 📞 +506 7148 1483

Gather background information relevant to the engagement	● Fellowship in which they participated	1. Which Peace Innovators Fellowship did you participate in?
		Type of question: Drop-down menu
		  1. Digital Steps II Yemen 2019
		  2. Digital Steps II Syria 2019
		  3. Digital Steps I Syria 2017
		  4. Building Dialogue 2020
		  5. Build Peace Fellows 2016
		  6. Build Peace Fellows 2017
		  7. Myanmar Build Peace Fellows 2018
		  8. Innovators for Peace in the Sahel 2020

Ask what are the fellows' visions of impact for the Peace Innovators Program they experienced at three levels: individual, organisational and with the people who engage with their projects	● Individual impact ● Organisational impact ● Impact to the people who engage with the projects	2. What was the impact of the fellowship in 3 levels? (a) for you personally, (b) for your organisation and/or team, and (c) for the people who engaged with your innovation. 2-A. What was the impact for you personally? Please mention 1-3 most important types of impact. 2-B. What was the impact for your organisation and/or team? Please mention 1-3 most important types of impact. 2-C. What was the impact for the people who engaged with your innovation? Please mention 1-3 most important types of impact. Type of question: Open question
Collect quantitative data to inform the program's theory of change.	● N4 - Project reach ● N8 - Collaboration	3-A. 3-A. During the fellowship, how did you engage people with your project? Please provide information the type of relationship (Ex. trainings, networks, social media shares, likes, vies, or number of players, etc) and numbers and duration (Ex. 100 views per week, for 16 weeks, for a total of 16000 views). It's ok to approximate. Type of question: Open question 3-B. Only if your project is still active, how do you engage people now? Please provide information the type of relationship (Ex. trainings, networks, social media shares, likes, vies, or number of players, etc)

Objective	Type of Data	Questions / Information
		and numbers and duration (Ex. 100 views per week, for 16 weeks, for a total of 16000 views). It's ok to approximate. Type of question: Open question 4. Have you had any collaborations with other people or other organisations which were related to, or thanks to the Peace Innovators Fellowship? If yes, how many? A collaboration can be any type of engagement, formal or informal, in which value has been created and gained for both sides.
Ask what are the fellows' visions of the future of Peace Innovation Programs	• Future visioning • Feedback	5. Based on your experience, what is your vision for the future of Peace Innovation Fellowships? You can use your imagination and creativity! All ideas are welcome! Type of question: Open question 6. Knowing what you know now, are there any recommendations you would make to Build Up about the Peace Innovators Fellowship?
Open query		Other questions, comments, suggestions, and ideas.

Online Surveys for Build Up Team

The final instrument design for the Build Up team's Survey is detailed in Table A5 below.

Table A5. Build Up Team's Survey Instrument		
Objective	**Type of Data**	**Questions / Information**
Provide background information for the engagement.	• Intention, consent, contact.	Hello! Thank you very much for being here! 🙏🏽 This form is part of the evaluation and future-visioning initiative for Build Up's Peace Innovation Fellowship. ➡️ This form includes 6 main questions ➡️ Duration: 10-30 minutes to complete ➡️ All your responses will remain anonymous ➡️ The results will be shared during a Data Party 🎉 on Tuesday January 26th, at 7am ET, 2pm Syria, 6.30pm Myanmar. If you would like a copy of your responses, please leave your email address or WhatsApp number on the last question and a copy will be sent to you within 72 hours. For any questions, you can contact Ta

		Corrales at ✉ ta@smithassembly.com or 📞 +506 7148 1483
Gather background information relevant to the engagement	• Fellowship in which they participated • Role	Which Peace Innovators Program have you been involved with? Type of question: Check-marks 1. Digital Steps II Yemen 2019 2. Digital Steps II Syria 2019 3. Digital Steps I Syria 2017 4. Building Dialogue 2020 5. Build Peace Fellows 2016 6. Build Peace Fellows 2017 7. Myanmar Build Peace Fellows 2018 8. Innovators for Peace in the Sahel 2020 In what capacity or roles have you been involved with the Peace Innovators Programs? Ex. Mentor, instructor, etc. Type of question: Open question
Ask what are the staff's visions of the future of Peace Innovation Programs	• Future visioning	What is your vision for the future of the Peace Innovators Program? You can comment on who are the people involved, what are their roles, what tools and resources would you use, at what scale would you work, what is your vision of impact, and anything else you want to add. Type of question: Open question
Ask what are the visions of impact for the Peace Innovators Program at three levels: individual, organisational and with the people who engage with their projects	• Individual impact • Organisational impact • Impact to the people who engage with the projects	Based on your experience and what you have observed. X-A. What are the types of personal impact the fellowship has on fellows? Please mention 1-3 most relevant types of impact in your opinion. X-B. What are the types of impact the fellowship has on the fellows' organisations? Please mention 1-3 most relevant types of impact in your opinion. X-C. What was the impact for the people who engage with fellow's projects? Please mention 1-3 most relevant types of impact in your opinion. Type of question: Open question
Open query		Other questions, comments, suggestions, and ideas.

Online Surveys for People Who Engage with Innovations

The instrument design and final questions for the people who engage(d) with innovations is detailed below in Table A6.

Table A6. People who Engage with Innovations' Survey Instrument		
Objective	**Type of Data**	**Questions / Information**
Provide background information for the engagement.	• Intention, consent, contact.	Hello! Thank you very much for being here! 🙏 This is part of an evaluation and future-visioning initiative for Build Up's Peace Innovation Initiatives. We want to look back at the Peace Innovator Fellowships after five years of engagement across so many different contexts, and to look ahead to imagine the future of this program. ➡️ This form includes 6 main questions ➡️ Duration: 10-30 minutes to complete ➡️ All your responses will remain anonymous ➡️ The results will be shared during a Data Party 🎉 on Tuesday January 26th, at 7am ET, 2pm Syria, 6.30pm Myanmar. If you would like a copy of your responses, please leave your email address or WhatsApp number on the last question and a copy will be sent to you within 72 hours. For any questions, you can contact Ta Corrales at 📧 ta@smithassembly.com or 📞 +506 7148 1483
Background information	• Location	Where are you located? Example: Damascus, Syria or Bogotá, Colombia
Ask what are the visions of impact for the Peace Innovators Program.	• Impact to the people who engage with the projects	Based on your experience participating and/or collaborating with the Peace Innovation project. What was the impact of this project for you? Type of question: Open question
Open query		Other questions, comments, suggestions, and ideas.

Data Analysis

Data was transcribed, and then excerpts relevant to the two main research questions were generated. Excerpts were generated from translated and original survey data from fellows, people who engage with innovations, and the Build Up team. All excerpts were coded using a combination of emic codes and etic codes. Emic codes were generated based on the language used by both Build Up staff and fellows. Codes and excerpts relevant to impact characterization were combined into relevant categories of types of outcomes in three levels: personal, organisational, and context. Codes and excerpts relevant to the program's future were similarly combined into categories, out of which various hypotheses and insights were generated.

Data Synthesis

Data relevant to the impact characterization at the personal level was synthesised in a table describing five internal outcomes types, and five external outcomes types. Each type was further described with specific examples. Data relevant to the impact characterization at the organisational level was also synthesised in a table, describing a total of ten outcomes types with examples. Finally, data relevant to the impact characterization at the context level was synthesised into five general categories. Fellows' data corresponding to the future visioning of the program was synthesised to generate a total of fifteen insight statements. Build Up team's data was also summarised into a number of statements. Both of these data sources were further presented on a table, categorising them according to relevant themes.

C. Conclusion Phase

The activities conducted as part of the conclusion phase of the evaluation are described in this section.

Data Party

Synthesised data was presented during a 120 minutes online session with the participation of Build Up team members and fellows. The invitation to this session was open to all fellows, and was distributed via email and WhatsApp. The session was divided into two parts:

Part 1: Data Fest
1. Welcome & Kick-Off (10 min)
2. Agenda, Introduction & Methods Overview (15 min)
3. Overview of Tools & Findings & Q&A (15 min)
4. Participatory Data Analysis in Break-out Rooms (15 min)
5. Closing of Part 1 (5 min)

Part 2: Continued Discussion
6. Break (5 min)
7. Open Space for Continued Discussion (55 min)

The session offered live interpretation in Arabic and French. Members of the Build Up team took notes during breakout rooms. The full session was recorded and the video recording is stored in a private Google Drive folder.

Final Documentation

The process and results of the evaluation are summarised in this final report. Furthermore, complementary documentation is kept internally for each phase of the evaluation.