### ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACK</td>
<td>Anglican Church of Kenya</td>
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<tr>
<td>AFSC</td>
<td>American Friends Service Committee</td>
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<tr>
<td>CBO</td>
<td>Community based organization</td>
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<td>CEWARN</td>
<td>Conflict Early Warning</td>
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<td>COPA</td>
<td>Coalition for Peace in Africa</td>
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<td>COU</td>
<td>Church of Uganda</td>
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<td>CT</td>
<td>Conflict Transformation</td>
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<td>DPC</td>
<td>District Peace Committee</td>
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<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>ESARO</td>
<td>Eastern and Southern Africa Regional Office</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<td>IDP'S</td>
<td>Internally Displaced Persons</td>
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<td>KNAP</td>
<td>Kenya National Action Plan</td>
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<td>MERL</td>
<td>Monitoring, Evaluation, Learning &amp; Reporting’</td>
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<td>NGEC</td>
<td>National Gender &amp; Equality Commission</td>
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<td>NGO</td>
<td>Non Governmental Organization</td>
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<td>NSC</td>
<td>National Steering Committee on Peacebuilding &amp; Conflict Management</td>
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<td>PB</td>
<td>Peacebuilding</td>
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<td>PDS</td>
<td>Partners in Development Services</td>
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<td>RTC</td>
<td>Responding to Conflict</td>
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COPA Annual report 2014

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SGBV  Sexual Gender Based Violence
SPDP  Sudan Peace Building and Development Project
UN    United Nations
UNDP  United Nations Development Programme
UNAMID United Nations Mission in Darfur
UNIFIL United Nations Interim Forces in Lebanon
UNMISS United Nations Mission in South Sudan
UNSCR United Nations Security Council Resolution
UN    United Nation
VJN   Vision Jeunesse Nouvelle
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ORGANIZATIONAL DEVELOPMENT

FINANCE
Preface

In the year, COPA actively engaged with practitioners, policy makers, civil society organizations and grassroot communities in initiatives aimed at enhancing their capacities to effectively engage in programmes that address root causes of conflicts, past injustices and contribute towards consolidation of volatile peace in the continent.

Most of COPA interventions addressed capacity gaps in areas of trauma awareness as a peacebuilding tool, Conflict Analysis as part of understanding operational context, Conflict Sensitive Programming, Gendering Human Security, Training of Trainers and Strengthening Policy to Practice. Through the interventions, COPA directly interacted with over 150 practitioners and policy makers spread across 20 Africa countries among them being Nigeria, Botswana and Zimbabwe.

To meet capacity needs of practitioners and partners in volatile areas, the capacity building programme introduced 2 new training areas touching on Monitoring & evaluation of peacebuilding programmes and on Strengthening Policy to practice in partnership with Responding to Conflict (RTC)-UK. In areas of women empowerment, focus was on raising awareness of UNSCR 1325 as an advocacy model for organizations aiming at increasing participation and contribution of women in their initiatives.

The trauma awareness programme succeeded in raising levels of awareness of the linkages between unhealed trauma and recurring cycles of violence and how trauma healing can be a gateway to building sustainable peace particularly in parts of Eastern Africa, the Horn and Great Lakes region.

COPA remains true to her objective of building capacities of practitioners to be a resource to their organizations and communities so that jointly, we can all engage in building sustainable peace in the continent.

Martha Ndogoto

Chief Executive Officer
Capacity building remains one of COPA’s core programmes. Each year, as the number of those who have gone through the programme increases, the birthing of a critical mass of people who can substantially contribute to harnessing of sustainable peace in the continent becomes a reality.

In the year, 7 trainings were designed and facilitated in Kenya, Uganda and Somaliland. The trainings were attended by 120 participants drawn from Uganda, Somalia, Somaliland, Burundi, Rwanda, Ethiopia, Sudan, South Sudan, Zimbabwe, Democratic Republic of Congo, Botswana, Tanzania, Lebanon, Nigeria and Kenya. The trainings that were conducted in the year include:

1. **Strengthening Policy & Practice training; April 6th to 11th 2014, Entebbe Uganda**

This course was undertaken in partnership with RTC, COPA’s long term UK based partner. Its aim was to contribute to participants’ knowledge & skills in developing constructive organizational and programmatic policies that address their operating context and are able to meet demands of the ever changing political and conflict environment. The training was a replication of a similar course that RTC runs yearly in the UK but with modifications that addressed the African context.

By drawing from the experiences and practice of practitioners, it aimed at providing a platform to draw from best practices, lessons learnt and to examine the interface between policy and practice for more effective approaches in peacebuilding, development and post-conflict reconstruction.

It identified how organizations can strive to balance their organizational mandate with the demands of working in complex and rapidly changing political emergencies.

The course content included:

- Developing a common understanding of conflict and violence
- Introduction to context/conflict analysis
• Application and learning from Context/Conflict analysis
• The interface between Aid and Conflict
• Focus on roles and relationships at different levels
• Implications for policy and practice and the strategic options for organizations
• Organizational simulation: roles and challenges faced by different actors
• Interface between policy and practice: organizational
• Organizational assessment

• From analysis to intervention: Context as a resource


Joan McGregor was the lead trainer. Joan has been RTC’s Peace and Conflict Advisor since 2001 and has more than twenty-five years’ experience in the field of conflict transformation. Joan has a Master’s Degree in Peace and Reconciliation from Coventry University in the UK. Her expertise covers participatory approaches to conflict analysis, strategic planning, mediation and negotiation, conflict sensitivity tools and methodologies, monitoring and appraisal, lesson learning, training of trainers, and counseling. She
has in the past designed and facilitated training programmes for a wide range of organizations and also written numerous resource materials.

Jimmy Okumu was the assistant trainer. Jimmy works in South Sudan as the Deputy Director of Concordis International. He has an MA in Peacebuilding & Conflict Transformation and extensive experience designing and facilitating programmes in volatile areas in South Sudan, Northern Uganda and cross border pastoralist occupied areas of Kenya, Uganda, Sudan, South Sudan and Ethiopia.

2. Gendering human security, conflict transformation & peacebuilding training 30th - 4th July 2014, Nairobi, Kenya

This unique training aims at developing a better understanding of gender and violence prevention in post-conflict transitions in light of the provisions of CEDAW, UNSCRs & Human Security. It provides a deeper focus on these instruments that support the participation of women in peacebuilding processes and on how human security can be integrated into ongoing peacebuilding and conflict transformation initiatives.

Main areas of focus were on introduction to gender and violence with specific focuses being on sex and gender, seeing the world through gender lenses and understanding violence. On the part of CEDAW, the focus was on the principles, state obligations and on how it can be used as a tool to help in achieving human security and preventing violence against women.

On the peacebuilding and conflict transformation bit, the focus was more on principles, the levels of implementation and the various strategies that can be used by different actors. The training also focused on how the human security paradigm can be used in violence prevention and the nexus between it and human rights and development.

On gendering peacebuilding using the UNSCRs, the focus was on UNSCR 1325 and 1820 and lessons from women who have been engaging with the resolutions and on UNSCR 1325 in post-conflict peacebuilding and reconstruction. The training provided the practitioners with further knowledge on how to effectively engender their programs as a core component of the conflict transformation work.

The group was great and the interactions that were characterized by exchange of experiences from the different work context were enriching, guided by the well informed, knowledgeable and experienced
facilitation of George Kut and resource people. The training ended with participants envisioning what it would require to have sustainable peace in their contexts.

Participants to the course were drawn from UNMISS, UNFIL, Tearfund South Sudan, NCA Burundi, SFCG Burundi, SPDP Sudan, PD South Sudan and End Impunity-South Sudan.

The main facilitator was George Kut. Kut has extensive experience in strengthening government and civil societies’ collaboration and dialogue through participatory training. He has designed and facilitated processes for conflict early warning and response systems, peacebuilding policy analysis and advocacy with governments including designing and conducting several researches and documentation for civil society organizations and UN agencies. He also offers technical support on conflict and gender sensitive programming. He is a PhD candidate in International Studies and Social Sciences at Coventry University, U.K and holder of MA degree in Peace and Reconciliation Studies from the same university

*Gendering human security, peacebuilding & conflict transformation training*
3. **MERL (Monitoring, Evaluation, Reporting & Learning in peacebuilding practice) 15th to 19th September 2014, Nairobi, Kenya**

This was a premier training born out of the realization that most people and organizations in peacebuilding struggled to articulate the theories of change behind their interventions and the differences they had made in people’s lives.

**The training content included:**

- Introduction to monitoring and evaluation from a peacebuilding perspective, including the criteria used to assess effectiveness of peacebuilding projects
- Introduction to context analysis tools
- Developing effective monitoring & evaluation in conflict prevention and peacebuilding
- Theory of Change; Understanding the project cycle and how each stage contributes towards the realization of desired social change
- Evaluation and developing a learning agenda for our programmes

Participants who came to the course were drawn from the Kenya Red Cross, Islamic Relief-Sudan, Never Again Rwanda, Ejo Youth Echo – Rwanda, Vision Jeunesse Nouvelle (VJN)-Rwanda, Burundi & DRC & Aegis Trust – Rwanda

The group was great and the interactions that were characterized by exchange of experiences from the different work context were enriching, guided by well informed, knowledgeable and experienced facilitators.

The training was facilitated by George Kut and Babu Ayindo. Babu has been involved in the design and facilitation of peacebuilding and conflict transformation processes with various agencies in different parts of the world. Most of his work and his teaching/training methods apply “arts approaches” to peacebuilding in various cultures and contexts. He is a co-author of *When You Are the Peacebuilder* (USIP, 2001). Babu has also published several articles on arts, peace, and politics. He holds a Bachelor of Education from Kenyatta University in Kenya (1992), and an MA in Conflict Transformation from Eastern Mennonite University, USA (1998).
4. Training of trainers in Peacebuilding & Conflict Transformation November 17th to 21st 2014, Nairobi, Kenya

This training aims at developing capacities of participants to design, facilitate and evaluate trainings. Apart from providing information on PBCT content, the training focuses also on imparting instructional skills. It’s uniqueness lies in the ability to develop capacities of individuals and those of their organizations at the same time. Those who attended were drawn from government agencies, international and national NGOs.

Specific areas of focus;
1. Understanding needs assessments of organizations and beneficiary groups
2. Introduction to Adult learning
3. Exploring the roles of a facilitator/trainer
4. Communication skills that enhance inclusion and respect;
5. Designing a training curriculum
6. Facilitation skills and techniques
7. Exploring how learning for change takes place /evaluating a training programme
Simon Fisher was the lead facilitator. Simon is a conflict transformation specialist and academic with extensive global experience. He is a facilitator, writer, educator and trainer who has worked in over 40 countries over the past 25 years. His background is in education and development, as well as conflict transformation, with governmental and non-governmental organizations. In 1991 he founded Responding to Conflict (RTC), an internationally renowned education and training organization based in Birmingham, UK. Simon has been an Honorary Research Fellow at the Department of Peace Studies, University of Bradford and holds a PhD from Oxford Brookes University, where he currently lectures in the Centre for Development and Emergency Practice (CENDEP). He also teaches at universities in Zimbabwe and Cambodia.

Sharlene Nyamutswa from Zimbabwe was the assistant trainer. She has extensive experience in the areas of Human rights, Social and Economic justice, Peace building and Conflict transformation. She holds a BA in Humanities from Africa University.

The trainers used participatory training methodologies that ensured every participant was on board. There was a lot of practical exercises and sharing of experiences from the different countries that were represented.

Practitioners who attended the course came from Kenya, Sudan, DRC, South Sudan and Nigeria and they represented the Nuer Peace Council, Emergency Relief, Rehabilitation & Development Agency (ERRADA), Mubadiroon, Life & Peace Institute, VISTAS/AECOM, Panyjiar Community Development Services, Norwegian Church Aid, SOS Sahel, Bomia Development Initiative, Nuweda, International Rescue Committee, Darfur Peace & Development Initiative, The Sudanese Development Call Organization, Danish Demining Group, Independent National Electoral Commission of Nigeria, Aweli Community Women Organization, Community Peace Initiative and Voluntary Youth Philanthropists.
Group discussions TTT

Group discussions & exercises TTT
5. Peacebuilding and Conflict Transformation training December 8\textsuperscript{th}-12\textsuperscript{th} 2014, Nairobi, Kenya

The five day training provided participants with a clear understanding of the dynamics of conflict, violence and peace and enabled them to acquire a range of practical skills related to handling post violent conflict situations under the facilitation of Babu Ayindo and George Kut.

The training combined basic concepts in peacebuilding with practical opportunities to apply the concepts. The basic concepts included identifying the link between peacebuilding and development, when and where peacebuilding occurs, various roles of peacebuilders, the relationship-centred nature of peacebuilding, some basic operating principles, an integrated framework for identifying peacebuilding activities, and a visioning component.
Specific areas of focus were on:

- Understanding conflict;
- Peacebuilding theories and practice,
- Conflict sensitivity in peacebuilding
- Skills for conflict transformation and peacebuilding
- Exploration of indigenous mechanisms in peacebuilding

The participants were a mix of peace practitioners from the region drawn from South Sudan, Sudan, Rwanda, Uganda, Somalia and Botswana. The organizations that the participants represented include UN Women – Eastern and Southern Africa Regional Office (ESARO), American Friends Service Committee (AFSC) – Africa Regional Office – Nairobi, Voluntary Youth Philantropy-Kenya, International Rescue Committee (IRC) – Somalia, Church of Uganda (COU), Tearfund Sudan, Across – Sudan, Ejo Youth Echo – Rwanda, United Nations Mission in Darfur (UNAMID) – Sudan, International Rescue Committee – South Sudan & Nile Hope – Juba, South Sudan

*Participants in role plays during training sessions*
COPA Alumni feedback on COPA capacity building programme

“In my job, I deal with gender issues, empowerment of women and children. The training will help me at my job, because it’s on Gendering Human Security and conflict transformation. Although I work on women’s issues and social affairs, my country is in conflict and we want to learn how transform the conflict to peace and know what is peace? So it helps in many ways.”

A participant from the Federal Government of Somalia

“This training has been very important to me and would be very good for the rest of the staff of the institution I work for. I hope COPA will be able to provide this training for my organization or at least I will be able to transfer the skills I’ve learnt here to our staff, as I’m not the only training coordinator. We have regional officers, and recently opened...”
offices in Puntland and Somalia and I think everybody would really benefit from this knowledge.”

_A participant from Somaliland_

“I want to increase my knowledge and share experiences with other people who attend the training. I work in the field of humanitarian work, peacebuilding and I am a woman activist, so I have lot of hats. I knew this training would enhance my skills and complement the work that I do.”

_A participant from South Sudan_

“As I said, conflict sensitivity was one of the high, finest important and interesting for me. I have gained new input about how we can just work on the dividers and connectors”

_A participant from Sudan_

“Thanks to COPA for organizing this training, it was really useful”

_A participant from Kenya_

“I have learned that as a facilitator, you must not know it all and that there is no hard and fast rule to conflict resolution due to the dynamic nature of society and individuals, conflict resolution methods or techniques should be approached from different angles”

_A participant from Ethiopia_
Women comprise the majority of population in many countries especially in Africa and more so in areas that are conflict affected. Irrespective of this, when it comes to representation in political and peacebuilding processes, they comprise the least numbers. This state of affairs can be attributed to their operating in patriarchal cultures in which priority in leadership, education and economic opportunities is given to the men. COPA’s Women Empowerment Programme aims at building capacities of women in leadership so that they can effectively participate and contribute to peacebuilding and political processes in their areas and also so that they can advocate for the implementation of International Instruments that support their engagement in such processes. These instruments include CEDAW, UNSCR 1325 & UNSCR 1860.

Through this programme, COPA in partnership with the UN Women Kenya office implemented the ‘Anchoring the Participation of Women in Peacebuilding Processes using UNSCR 1325 project’ and also undertook a 5-day training programme on ‘Gendering Human Security, Peacebuilding & Conflict Transformation’ for practitioners from the Horn and Eastern Africa regions.

a) Anchoring the Participation of Women in Peacebuilding processes using UNSCR 1325 project

Though the United Nations Security Council enacted the UNSCR 1325 in 2000 to enhance the way women engage in peacebuilding processes, 14 years down the line, majority of countries who are signatories to the Resolution are yet to draft their National Action Plans (NAP). Though Kenya is among the few African countries that have put together their NAP, much still remains to be done to ensure optimum awareness of the resolution among organizations and government agencies engaged in state and peacebuilding processes. It is with this in mind that COPA with the financial support of the UN Women embarked on raising awareness of the Resolution among peacebuilding and government agencies implementing post conflict reconstruction projects in Uasin Gishu County to enable them to ultimately institutionalize the way they engaged women in their processes. The project
also reached out to individual women peacebuilders whose work over the years has greatly contributed to healing of relations and stabilization of the region.

From interactions with partner agencies on the ground, it was clear that many involved women in their initiatives in haphazard ways and few were consciously doing gender mainstreaming in their activities and organizations. By raising awareness of the Resolution among the targeted partners, the ultimate expectation was that this would in turn enable them to generate strategies at organizational and project implementation levels that would anchor the participation of women.

During the project's initial interaction with partners and individual women peacebuilders, it was apparent that though many were unaware of how the UNSCR 1325 related to the work they were doing, many had indeed implemented activities in furtherance to the resolution's provisions. For instance, many organizations had ensured that women were given leadership positions in organizations and project work, many had trained women peacebuilders on peacebuilding and conflict transformation, others had documented stories of how women work had contributed to healing and reconciliation and yet others had provided safe shelter to women victims during periods of violence.

The project with the support of partners’ succeeded in mapping out activities that had been implemented in the 5 pillars of the Resolution namely ‘Promotion, Protection, Prevention, Participation, Relief and Recovery stating the locality where the activities took place and the beneficiaries. The expectation is that this document will greatly assist organizations implementing UNSCR 1325 activities in the county to determine where to pitch their energies and will also help reduce duplication.

One of the weaknesses in the implementation of UNSCR 1325 in the area was the lack of coordination mechanisms to ensure optimum impact. Through the project, partner organizations formed ‘Uasin Gishu UNSCR 1325 Working group’ comprising a membership of 50 organizations to spearhead the coordination of UNSCR 1325 activities and to promote the Resolution in the County.

In most instances, where women contribution to community cohesion and co-existence has led to real change, there is hardly any acknowledgement of the work they have done. In Uasin Gishu County, during the ethnic conflicts that were witnessed in the area in 1994/1995, 1997, 2007/8, women participation was seen in their provision of shelter to victims of the ethnic clashes, provision of early warning, building bridges of reconciliation across the conflict divide, initiating inter and intra community dialogue, provision of psychosocial
support and reintegration of returnees back to their homes. Yet, many never received acknowledgement for what they had done. While this could be attributed to the fact that women often participate from the peripheries from where their voices are hardly heard it could also be because there is little documentation of women initiatives. This project documented 25 stories of how individual grass root women have contributed to the implementation of UNSCR 1325 though their initiatives. The stories are contained in the book ‘Stories of Women Building Peace; Transforming Inter-Ethnic Violence in North Rift region, Kenya’. This book is available on COPA’s website.

Additionally various strategies that will enable organizations to streamline women participation in their peacebuilding projects were outlined. Some of them include incorporating women into County security meetings, training women on basic skills in peacebuilding and development of monitoring and evaluation tools to track the participation of women.

Some of the organizations that partnered with COPA in this project’s implementation include the Catholic Justice and Peace Commission, Anglican Church of Kenya Christian Community Services, District Peace Committees, Rural Women Peace Link, North Rift Women Voices and Maendeleo Ya Wanawake. Some of the government agencies that partnered in this project include the County Commissioner’s office.
Within the Horn, the Great Lakes and East Africa regions, many communities have at one time or another experienced violent conflicts. Research has shown that one of the major impacts of the violence is psychological trauma experienced by the communities of victims and perpetrators. The experience of trauma is felt both at the individual level and at that of the community to overcome the experiences of trauma may also be the cause of continued resentment and harboring of feelings of revenge that makes overall community development impossible.

Incredibly, research also shows that trauma healing could hold the key to building sustainable peace in communities. Individuals and communities that have gone through
sessions of trauma healing are more open to talk about their experiences, to forgive, to seek alternative means of justice and to reconcile. This means that there is a direct link between trauma healing and peacebuilding.

“Much of the violence that plagues humanity is a direct or indirect result of unresolved trauma that is acted out in repeated unsuccessful attempts to reestablish a sense of empowerment”

James Gilligan, *Violence: our deadly epidemic and its causes: Preventing violence*

“All violence is an effort to do Justice, or to undo Injustice.” -- James Gilligan

Under the programme, activities undertaken include:

1. **The Trauma Healing Symposium; 13th & 14th February 2014**

This symposium was jointly organized with the financial assistance of the USAID East Africa Office of Regional Conflict Management and Governance. The forum was motivated by the realization that while it is generally accepted that trauma healing should be a core part of peacebuilding, the subject has remained heavily under-theorized. It aimed to increase understanding of the effective application of trauma healing as a core component of the peacebuilding approach and fosters the emergence of a community of learning and practice within the Eastern, Horn and Great Lakes regions of Africa. Practitioners in attendance were drawn from Kenya, Uganda, Rwanda, Burundi, DRC, Sudan, South Sudan, Ethiopia and Zimbabwe.

Those who attended the symposium were invited on the basis of either being:

- Key decision makers in initiatives and programs – run by government and CSO agencies – that integrate trauma healing in peacebuilding;
- Technical staff in the CEWARN system;
- Facilitators of community based trauma healing and peacebuilding processes;
- Researchers in trauma healing and peacebuilding;
- Persons doing monitoring and evaluation of trauma healing programmes

Specifically, the symposium aimed at:

- Increasing understanding of the range of approaches to trauma healing, particularly community based initiatives and processes;
- Enhancing understanding of beneficiary-level outcomes of trauma healing and links to peacebuilding;
- Stating monitoring and evaluation of trauma healing activities; and
• Proposing a way forward plan for forming a committed community of learning and practice.
• Exploring healing and reconciliation in indigenous African knowledge systems
• Interrogating practical examples from Somalia and Sri-Lanka

The keynote speaker was Ambassador Martin Kimani, Kenya’s Permanent Representative and Head of Mission to the United Nations in Nairobi and immediate former Director of IGAD’s Conflict Early Warning and Response Mechanism (CEWARN). He observed that volatility of political process in Africa means that the trauma healing gap may not close soon. He suggested that there is need to root trauma work into the political processes and hoped that trauma will not lead to more conflict. He said the current war in South Sudan may have been partly due to a number of activities that fell on the wayside – negotiations, dialogue and that these need to be reignited. He reported that most South Sudanese are not interested in the war and quoted from a delegate in the current negation to end the war as saying, “Many of us have bullets in our bodies and we know what violence means. We can assure you we would not like to return South Sudan to war”.

The conduct of the symposium was very timely and a much needed respite for participants who work every day in the field, bringing about healing, peace, and development to communities affected by war, armed/ethnic conflict, and natural disaster. The level of participation and engagement that most, if not all participants showed during the symposium revealed crucial and urgent issues they all have concerning the field and practice of psychosocial trauma healing. Hence, the symposium affirmed and validated everyone’s expertise in psychosocial trauma healing. The many big and difficult-to-answer questions that participants raised showed their deep commitment and dedication to the task of psychosocial healing. There was a thirst and hunger to share and learn from one another.

Drawing from practitioners’ experiences in diverse contexts, the symposium created space and tools for critical reflection and scrutiny of a broad range of trauma healing approaches that are hardly documented and, more importantly, how these processes contribute to the larger agenda of breaking the cycles of violence.
In addition, through a programmatic lens, the symposium examined and recommended effective ways of designing trauma healing programs, deepening understanding of beneficiary-level outcomes of trauma healing initiatives, and improving monitoring and evaluation of trauma healing processes and activities.

The symposium was co-facilitated by Babu Ayindo, an independent consultant based in Kisumu, Kenya, and Dr Al Fuertes, an assistant professor at George Mason University, Washington, DC. The two have worked on trauma healing issues as scholars and practitioners on community based trauma healing initiatives for over two decades.

Delegates to the Symposium

Religion and Peace; - Norwegian church aid, Nairobi, Kenya

This was a consultation by the Norwegian Church Aid for their partners to look into the role of religion in peacebuilding especially in the African context. It focused on deliberations on whether it is possible to conduct religious peacebuilding. Areas of analysis were on opportunities and challenges for religious peacemakers.
Validation workshop of the Kenya National Action Plan on UNSCR 1325

The two days workshop brought on board stakeholders and partners from both the government, private sector and civil society organizations with the sole focus of validating the final draft of the Kenya National Action Plan (KNAP) so that it could pave way for finalization, adoption and ratification at the end of the year.

Key highlights of the validation workshop:

1. Overview of the Kenya National Action Plan (KNAP) including its contextual analysis and its strategic priority areas

2. Adoption of the KNAP and its proposed coordination and implementation Framework at County and national levels

6. The expectations were that the KNAP would have been ratified at the end of the year. This has since changed to the year 2015.

UN-Women –Kenya Partner Audit Clinic, Nairobi, Kenya

This one day workshop was organized by the UN Women Kenya office for their local partners with the aim being to enhance their capacities in areas of financial management control and compliances.

Emphasis was given to issues of human resource administration, budgeting, financial management, procurement of goods and services, asset management, cash management and general administration during project implementation.

The topics and issues addressed were geared towards promoting accountability, transparency and fairness in all projects undertakings. The workshop brought to the fore challenges that organizations experience in project implementation some of which were attributed to the fact that some partners are not fully oriented to donor expectations and therefore fail to adhere to some laid down terms and conditions.

Partners had the opportunity to get clarification on the major issues that they face in areas of finances, project monitoring and evaluation, reporting and general programme management.
Within the year, COPA reconstituted her board of trustees with the aim of better addressing her strategic focus in areas of programmes and finances. The new board has 9 members. They include:

1. **Eugenia Mpande**: She is a Human Rights activist working with the Tree of Life-Zimbabwe. Her wealth of experience is in rehabilitation of survivors of torture, trauma and violence through group therapy.

2. **Michelle Spearing**: She is a Conflict Advisor with Care International UK based in Ethiopia. She ensures high quality designing, implementation & monitoring of peacebuilding projects & improved sensitivity in programming in key conflict affected countries.

3. **Simon Fisher**: He is a conflict transformation specialist, facilitator, writer, educator & trainer. His background is in education, development & conflict transformation. In 1991, he founded Responding to Conflict. His focus is on helping people think about change both within and without at individual and organizational level.

4. **Michael Muragu**: He is an educator and a conflict transformation specialist with wide experiences in designing, implementing & evaluating peacebuilding & conflict transformation projects at community, national and regional levels. He is a trainer and the chairman of Peacenet Kenya. He previously served as the COPA Continental Coordinator.

5. **Jimmy Okumu**: He is the deputy director of Concordis International in South Sudan. He has extensive experience in designing and facilitating peacebuilding and conflict management trainings at local and regional levels and in areas of strengthening policy & practice.

6. **Ruth Thomas**: She is the former director of the Kenya Indexing Project, an online database resource of Kenyan newspaper articles. Ruth has had a long relationship with COPA starting off as a member of the executive committee.

7. **Laban Chiko**: He is seconded by UNDP to the National Steering Committee on Peacebuilding & Conflict Management that serves under the Office of the President as a Programme manager. He is experienced in Peacebuilding, Conflict management and working with Peace committee and CEWARN structures.

8. **Margaret Aduto**: She is a programme associate with Akiba Uhaki Foundation and experienced in areas of women in peace leadership, human rights and conflict management.
STAFF DEVELOPMENT

Chief Executive officer

Early in the year, the Board of Trustees elevated Martha Ndogoto to the position of Chief Executive Officer. Martha is a trained Social Anthropologist with over 10 years in areas of peacebuilding, women in peace leadership, UNSCR 1325, Trauma Management, Monitoring & evaluation and in designing capacity building trainings. She has been instrumental in designing and implementing COPA programmes and establishment of strategic partnerships.

Accountant

COPA engaged the services of George Baraza as a full time accountant responsible for financial management and reporting. George is a CPA finalist from Strathmore University and is experienced in working with civil society associations. His last posting prior to joining the COPA team was at the Centre for Human Rights &Policy Studies.

Volunteer in Research & Documentation

In the year, Klaudia Brezna, the former Director of Peace Direct in the UK joined COPA as a volunteer to work in areas requiring research & documentation. In addition, Klaudia has also been instrumental in facilitating of trainings relating to gender mainstreaming and UNSCR 1325. She has a Masters in Peacebuilding & conflict management.
FINANCIAL REPORT

For the year, COPA derived her funding from donors, consultancies and from the capacity building programme. Some activities were funded by grants from UN WOMEN, KIOS and USAID East Africa Office of Regional Conflict Management & Governance our development partners.

**SOURCES OF INCOME**

- Capacity building programme: 43%
- UN WOMEN: 20%
- USAID: 31%
- KIOS: 2%
- Consultancies: 2%
- Others: 2%
- Projects: 80%
- Administration: 15%
- Surplus: 5%

WHERE THE MONEY WENT
Coalition for Peace in Africa

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