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ADAPTATION OF THE CEASEFIRE MODEL FOR SAN PEDRO SULA, HONDURAS

PRE-ASSESSMENT REPORT

September 2012

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INTRODUCTION

A CeaseFire team was sent to Honduras to perform a pre-assessment to determine whether or not the CeaseFire public health violence prevention model could be adapted to the context of San Pedro Sula. The goal was to gain an initial understanding of the dynamics of the violence occurring in Honduras and determine if local capacities existed to implement the model. The CeaseFire team met with a range group of individuals, community based groups, faith leaders, government ministries, youth alliances, violence prevention coalitions, law enforcement officials, and held a one day workshop about the CeaseFire model with key stakeholders. The agenda of the visit, report about the findings of the workshop, and the attendance record are attached to the report.

In Honduras there is a wide range of violence with a wide range of actors that intersect at different levels and times including killings described as “*para-militares*” or police assassinations, cartel level drug transportation and processing related violence, higher level extortion which includes police and government officials, community level violence because of extortion called “war tax,” community conflicts between gangs and crews over territory (for war tax and drug trade), paid assassinations, soccer *barra* conflicts, and violence that results from interpersonal conflicts.

After the two-week visit the CeaseFire team felt that local capacity did exist to implement the model to address community level violence from extortion/war tax, conflicts between gangs and crews over territory (for war tax and drug trade), paid assassinations, soccer *barra* conflicts, and violence resulting from interpersonal conflicts. Some of the higher level “*para-militares*” and cartel violence would currently be outside of the reach of the CeaseFire model. The CeaseFire team is committed to returning to San Pedro Sula to perform the full assessment based on the information gathered during the pre-assessment visit.

I. THE CEASEFIRE MODEL

The CeaseFire model draws on key components of disease control methodology that are applied to violence. It is based on the understanding that violence is a learned behaviour and that it behaves like an infectious disease. Research indicates that violence, like other behaviours is acquired or learned – mainly through modelling, observing, imitating or copying. We learn socially from those around us how to act, what to do, and what is expected of us. After the age of 10, these behaviours become unconsciously “regulated” not by family, but by peers. Social norms, the expectations of an immediate peer group are the greatest indicator to predict how an individual will respond to a given situation, including whether or not they will react violently when “feeling” threatened, insulted, or wronged. Furthermore, the strongest predictors of violent “events,” regardless of the specific political, religious, social, or economic motivations for violence or how it manifests (tribal conflict, militia warfare, street gangs) - are prior events. Just as nothing predicts a case of influenza, as exposure to a prior active case of influenza, nothing predicts a violent act as accurately as a preceding violent act — committed against you, someone close to you, or to your group.

Accordingly, CeaseFire’s successful approach to street violence focuses directly on those persons or groups who are at the highest risk for initiating violence or being a victim of it, intervenes in conflicts likely to result in violence and then more violence, promotes and trains in non-violent alternatives to conflict, insults, or events, and ultimately shifts community norms.

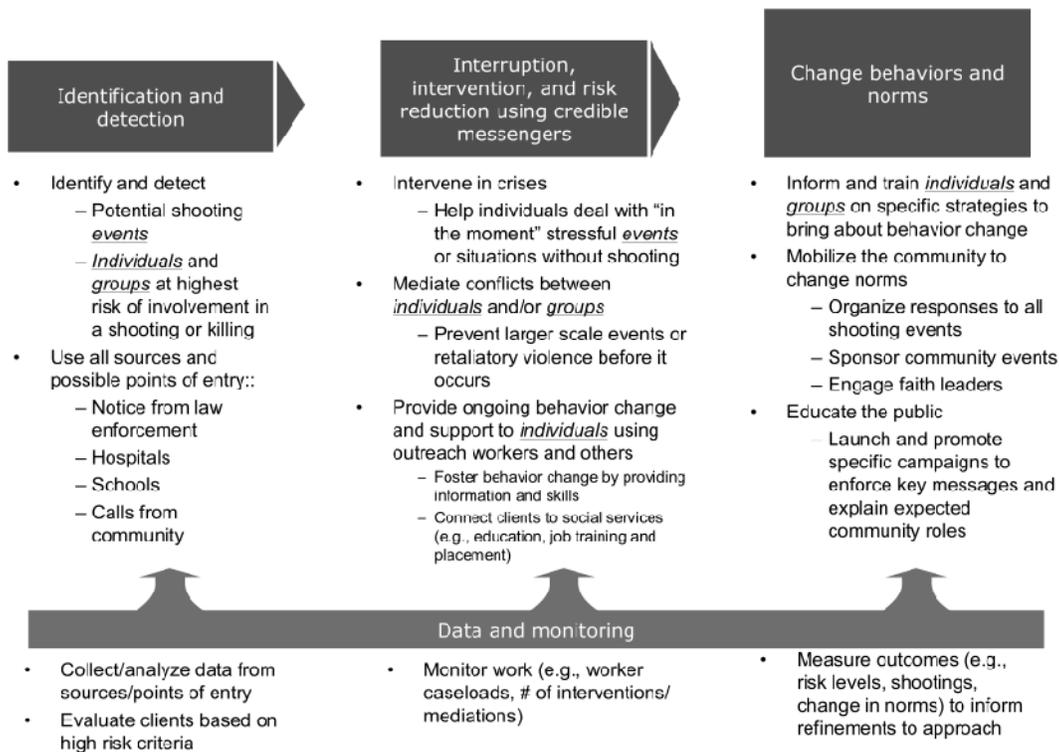
CeaseFire’s participants are usually beyond the reach of conventional services and without effective intervention their next encounters with the system are likely to be law enforcement or prison, the emergency room, or the grave. The CeaseFire model approaches violence as an epidemic, and like all epidemics must: 1) detect and interrupt all potential transmission, 2) determine who might transmit next, and likewise reverse the transmission potential (for violence, the thinking that violence is expected of them by their peers), and 3) change whole community norms. Violence Interrupters keep the pulse of the community and are trained to be able to detect who has a grievance and might be thinking about or planning a violent event, and because of who is selected (persons from the same in-group) and how they are trained, can effectively intervene to prevent the event from happening. This is not about law enforcement (or “snitching”), but the use of confidential health based intervention methods for changing the thinking.

For the second part of the CeaseFire disease control system, CeaseFire uses outreach workers each of whom carry a caseload of 15 - 20 of the highest risk participants (defined as individuals from the highest risk groups and situations who, based on a match of four out of seven criteria -e.g. age, involvement in street organizations/groups, holding a significant role in these organizations/groups, having a prior criminal/violent history, engaged in high-risk street activity, is a recent victim of a shooting/lethal event, and/ or has recently been released from prison), is likely to be victimized themselves or to commit a violent act. The outreach workers engage with these persons to change their

thinking about violence, as well as changing their level of risk for violence by redirecting them toward more positive paths. The third part of the CeaseFire system is work at community level to change overall norms of the community. This component includes motivating community level “responses” to all violent events, involvement of the clergy and residents in specific actions, and a public education campaign to change the thinking.

CeaseFire maintains that, regardless of the circumstances or cultural context, the use of violence in the presence of a perceived grievance can always be prevented if an interrupting intervention can be applied. By being aware of the persons and groups involved, those at the highest risk of being a perpetrator or a victim of violence, conflicts can be effectively mediated and efforts can be advanced to change the norms and social pressure that otherwise reinforce violence.

The CeaseFire Model to Stop Shootings and Killings



II. ADAPTING THE CEASEFIRE MODEL TO HONDURAS

The adaptability of the CeaseFire model to the context of San Pedro Sula is dependent upon finding local capacity to implement its three main components of “(1) identification and detection of violent events,” “(2) interruption, intervention, and risk reduction using credible messengers,” and “(3) changing behavior and norms.” This section will discuss the three components and any adaptations for the context of San Pedro Sula as well as the data and monitoring associated with each.

A. Identification and Detection of Violence Events

The ability to identify and detect potential violent events and “highest risk” individuals and groups is a prerequisite to the implementation of the CeaseFire model. The CeaseFire replication sites that have been effective use multiple points of entry to identify and detect violent events in the target area. This includes “official” data from law enforcement, hospitals or health departments, and other government institutions in addition to “unofficial” data from community members, individuals, faith based leaders, and schools. Through the course of the pre-assessment visit it was clear that there are various community groups, faith based organizations, and individuals in San Pedro Sula who have the capacity to identify and detect violent events and “highest risk” groups and individuals. One example of this is Pastor Lourdes de Paredes who runs the community outreach center in San Juan, Chamelecon. She and her husband (who is also a pastor and the principle at the school) have been living and working in the area for a number of years on various projects and know everyone in the community. They have specific programming to work with the “highest risk” and their families and have a high level of access to information about conflicts in the community.

Someone in her position has the ability to identify and detect potential events that could lead to violence because of the relationships she has in community. Once she, or someone on her staff, hears about a brewing conflict between groups, a potential retaliation to a previous event, or interpersonal conflict they would be able to dispatch workers to mediate the situation. This level of access to information is necessary for the CeaseFire model to work.

During the pre-assessment visit it seemed that the best source of official data is the *Observatorio de la Violencia* based at the *Instituto Universitario de Democracia, Paz y Seguridad* which tracks data on shooting and killings from multiple sources and analyzes it for a broad range of indicators such as location, date, time, demographic information on victim and perpetrator, motivation, rates, and others. The data could be used to monitor trends and also reinforce the workers understanding of violent events that take place in the target area. The *Observatorio*'s dataset will have to be reviewed during the full assessment to see if it data can be analyzed and reported at the community level and to see what the timeline is for its release (i.e., weekly, monthly, quarterly).

The other source of data that could be useful for implementing the CeaseFire model in San Pedro Sula would be the media. The newspapers and television stations seem to be focused almost exclusively on the violence occurring there. As problematic as that may be for larger societal concerns, it will be helpful in identifying violent events, conflicts, and “highest risk” individuals and groups in community areas.

Data and Monitoring Tools for “Identification and Detection of Violent Events:” Target Area Locations and Criteria for Highest Risk Participants

The official and unofficial data available in San Pedro Sula is sufficient to determine target area(s) and establish criteria for the “highest risk.” Determining which target area(s) to pilot the CeaseFire model depends levels on level of violence, current relationships/in roads with “highest risk” in the area, ability to recruit workers from the area, a community based group with the capacity to implement the program, and the nature of conflicts in that area.

The nature of the conflict is important in determining the target area because it needs to be large enough to cover multiple groups who are in conflict. In the case of San Pedro Sula it will be important to use the available data to ensure that both the MS 13 and 18th Street gangs are present in the target area. If the target area only has one gang present it will be difficult to mediate conflicts between the groups and put CeaseFire participants at a higher risk.

During the pre-assessment visit, the two areas mentioned most frequently for potentially piloting the CeaseFire model were Choloma and Chamelecon. The team was able to visit both of these areas and met with individuals and groups working on violence prevention. The team spent more time in Chamelecon and determined that the area of San Juan, San Jorge, and Ebenezer met the requirements mentioned in terms of infrastructure with the community outreach center ran by Pastor Lourdes and her inroads with the “highest risk.” Choloma definitely meets the requirements in terms of violence levels, but further investigation is needed during the full assessment visit to determine current infrastructure and conflict dynamics.

For the CeaseFire model to be effective, the program must focus its work with individuals who are at “highest risk” for shooting and killing. According to the data provided by the *Obervatorio* and conversations throughout the pre-assessment visit, the initial highest risk factors include being male, between the age of 14-44, membership in a gang, membership in a *barra*, involved in the informal economy (sales of narcotics, extortion, kidnapping), history of violence, weapons carrier, education level, recently released from prison, and deported from the United States. As the dynamics of violence differ in each area, once a specific target area is chosen, a more in depth analysis will be needed to identify other factors that put a person at “highest risk,” but these would serve as the general starting point for participation in the CeaseFire program.

B. Interruption, Intervention, and Risk Reduction Using Credible Messengers

Once potential violent events and high risk individuals are detected, the task of intervening to prevent events from occurring and working with individuals to change their behavior is the central component to the CeaseFire model. As the CeaseFire team met with groups that worked at the community level like ASIDE, Unidas Por la Vida, ASEBEA (student group), FUNADEH, Save the Children, and others, there was consensus that there were individuals in many of the communities who had credibility with the “highest risk.” In fact, many individuals had already intervened on a smaller scale or individual basis. Rafael Meija who works at *Proyecto Victoria*, a treatment center whose participants are all gang members, provided many examples of him and his staff mediating situations that could have led to killings at the treatment center. He stated that they were only able to mediate these situations because of the relationships they had with the participants. He and his staff were all former participants of the program and have histories in the gangs; for the CeaseFire team, this was encouraging that given the right relationship, mediation was indeed possible in San Pedro Sula.

The CeaseFire model calls for two distinct and complementary street level workers to intervene in crises, mediate conflicts between individuals and/or groups, and provide ongoing behavior change and support to individuals. The first, Violence Interrupters, are charged with stopping a conflict on the front-end by providing an immediate response to a shooting to discourage retaliation. Using their relationships and influence with street organization leadership, Violence Interrupters intervene on and mediate conflicts likely to result in one or more shootings. They explore alternatives to violence focused on reaching a more constructive solution.

The second, Outreach Workers, while also playing a role in conflict mediations, carry a minimum caseload of 15 high-risk clients—a population of individuals often regarded as “difficult to reach” and identified as beyond the scope of most traditional social service networks. The Outreach Worker’s primary focus is to reduce their client’s risk for violence by motivating them onto a more positive path. Their methods are client-directed helping them to conduct on-the-spot problem solving and explore non-violent means to address problems, while simultaneously connecting them to applicable resources (legitimate avenues for employment, continued education, social service, mental health or substance abuse resources, etc.) that help to reduce their overall risk of violence.

One of the main questions posed to the group attending the CeaseFire Workshop was what the profile of a credible messenger would look like in San Pedro Sula to serve as either Violence Interrupters or Outreach Workers. The workshop group suggested to the team that they could be recruited from a number of sources including religious leaders (neutral and not overzealous) who have already been working with the “highest risk,” individuals who grew up with the gang members but for whatever reason did not officially join (but still maintain good relationships), youth leaders/persons with internal influences in the community (usually involved in some sort of service or community based group), leadership from soccer leagues (for addressing *barra* violence), and individuals who were once part of the gangs. The issue of finding individuals who were once part of the gang who still maintain their relationship and ability to work with them

was the most debated subject during the pre-assessment visit. There does not appear to be consensus about how many of these individuals exist and in what capacity they would be able to work on the project. This issue will be addressed in section five and is integral to the proposed phased implementation of the CeaseFire model in San Pedro Sula.

There does appear to be a pool of potential workers who have the necessary credibility to be recruited in San Pedro Sula. The CeaseFire team had a number of informal meetings with youth leaders, individuals who were associated with the gangs but never joined, and faith leaders. As part of the full assessment, the team will have to spend more time with these individuals to get a better sense of what the exact right profile is for the first set of workers to be hired and trained in San Pedro Sula.

Data and Monitoring Tools for “Interruption, Intervention, and Risk Reduction Using Credible Messengers” (Identification/profile of credible workers and input measurements)

CeaseFire has developed a monitoring system to document all Violence Interrupter and Outreach Worker activity. It includes participant demographic information, participant risk levels, risk reduction plans, case notes on each contact with the participants, conflict mediation, contacts made with high risk individuals, and a number of other input data points. The forms used to capture the data are currently in English, but could be translated and implemented for a pilot program in San Pedro Sula. The cost of translation will have to be considered in developing a budget.

C. Change Behaviors and Norms

In addition to the work of Violence Interrupters and Outreach Workers who work with individuals and groups on specific strategies change social norms, the CeaseFire model puts community mobilization and a public education campaign at the forefront of its efforts. The purpose of community mobilization in CeaseFire is to build and energize a base of support that involves a variety of efforts to both stop shootings and killings in the near term and to change the underlying conditions that give rise to violence in the long term for each partner community. Community mobilization focuses on residents, businesses and organizations that provide services or support to residents, and members of the faith community. Each has a role to play in CeaseFire and the participation of each results in a safer and more viable community.

Community mobilization serves to build coalitions of mutual trust and solidarity among neighbors. CeaseFire Program Managers take the lead on these efforts by developing neighborhood-based coalitions with youth organizations, faith leaders, block clubs, and community residents. Within 72 hours of a shooting event, CeaseFire’s program managers mount an immediate outcry to shootings, such as marches, vigils, and moments of silence at the site where the violence occurred. These activities help to empower residents to take a stand against violence, while serving as a “teaching moment” for high-risk program participants. For the latter, exposure to both the broader anti-violence message, as well as the very personal grief and pain of a victim’s family and friends, can serve as a powerful catalyst for change.

During the pre-assessment visit, the issue of community based work in San Pedro Sula was met with some trepidation for fear of reprisals from individuals and groups involved in the violence. There was no shortage of stories and examples of people who were killed for speaking out against the violence. Nonetheless many community members and organizations thought that it would be an important part of reducing violence. To address the issue of reprisals from groups involved in violence, the community work must be framed as anti-violence not anti-gang, anti-drug, or even as anti-extortion. As closely as drugs and gangs are associated with violence in San Pedro Sula, it is important that this distinction is made to not incite or isolate the “highest risk” from the program.

The second question posed to the CeaseFire workshop group was about what types of potential community mobilization strategies would be most effective in San Pedro Sula. The workshop group recommended community murals, establishing of safe zones (i.e., soccer fields), community concerts, events at schools, and community kitchens that would provide breakfast and lunch for school children in border areas between gangs. Many of the youth and youth alliance members suggested that it would be a mistake to rely too heavily on soccer. Dance competitions, climbing walls, and permission walls for art (i.e., non-gang related graffiti) were all given as examples for potential community activities.

One of the youth leaders from ASEBEA the team met with in San Pedro Sula gave the example of a community dance contest from last year that he believed really worked well and could potentially be used as part of the CeaseFire community mobilization efforts. The entire community, including the members of the gangs and barras, got really involved in it over a week long process of practicing and performing. According to him the violence basically stop during this week because everyone was so invested in practicing and watching the performances. Community events like these would work perfectly as part of the overall community mobilization strategy.

CeaseFire would work with the implementing agencies to develop targeted public education messaging strategies to promote individual behavior change and to transform the social norms that support the behavior. Drawing on social marketing techniques, which use private-sector marketing strategies for public health behavior change initiatives, CeaseFire is engaged in a widespread “massive messaging” campaign that saturates the neighborhoods with simple, straightforward communications to deter violence and reinforce positive community behavior and norm change delivered through multiple media channels.

Throughout the pre-assessment visit, there was a strong interest in developing a public education campaign. Monsenor Romulo Emilliani, who has worked for many years with the “highest risk” in San Pedro Sula, stated that if there was to be public education campaign that it would have to really target peoples thinking and “show that a life without violence is actually possible.” He echoed a concern many people the team met with: that focusing on messages merely against violence would not help to change people’s thinking in San Pedro Sula; they needed to be given deeper messaging about the positives of living without violence.

The development of the public education campaign will have to be discussed more during the upcoming full assessment visit. There seems to be an opportunity to create messages that will resonate, but it will take further discussion and planning.

Data and Monitoring tools for “Change Behaviors and Norms” (identification of types of community based programming, types of public education materials to be considered, and high risk group work)

Behavior and social norm changes could be potentially monitored in two ways. The first, would be surveys of participants, individuals/groups who allowed CeaseFire staff to mediate conflicts, and residents in the target area to gauge people’s beliefs about violence. The surveys would look to track changes about the “acceptability” using violence. The second way behavior and norms would be monitored would be violence rates in the target area. The target area would be compared with neighboring areas, comparison areas, and national levels of violence.

III. ADAPTED PROGRAM DESIGN

If the CeaseFire model is piloted in San Pedro Sula, the basic framework of the model will not have to be altered too radically. The major components of the model, job descriptions, and methodologies would remain very close to those used in other parts of the world. The major adaptation for San Pedro Sula will be in the phased implementation of the program. As will be outlined in section five, the CeaseFire team really had to consider replicating not only the model, but the historical processes in which CeaseFire developed in Chicago. The CeaseFire model had to develop the deep relationships and understandings with the “highest risk” groups to be able to mediate conflicts and change norms around violence. Sections 4.1-4.4.3 will briefly discuss the potential roles of each key actor in implementing the CeaseFire model in San Pedro Sula.

A. Role of Community Partner

The partner is responsible for the overall management of the program, including hiring and supervision of staff, community mobilization, design of a public education campaign, and facilitating the target area violence prevention plan. This organization must be able to exist as a neutral party and build relationships with stakeholders that are necessary for the success of the model. The criteria for the partner organization are: the organization has a mission in sync with CeaseFire model, has strong ties to the community where they are based (and where they would be implementing CeaseFire, has prior experience working with the target population, has the ability to hire and work with people who have criminal histories, has commitment to working with individuals at the highest risk of involvement in violence, and is open to a non-traditional intervention model.

There were a number of groups that could potentially serve as community partners: The Community Outreach Center run by Pastor Lourdes de Paredes, FUNDEH in Chamelecon, and Unidos Por La Vida (works closely with Monsenor Romulo). The team did not have time to make a decision about who is best situated to be the community partner, but there are options to explore during the full assessment.

B. Role of CeaseFire

CeaseFire would work with Creative Associates, OTI, and the selected community partner as technical assistants in all aspects of implementing the model in San Pedro Sula. The focus would be on assisting with the recruitment of the right workers, providing training, assisting in monitoring, and evaluation of the program. The 80+ hour training includes violent event detection, conflict mediation, risk reduction techniques, behavior change, strategic planning, program implementation, monitoring, and management. There are three trainings scheduled for the first and second year of implementation.

The CeaseFire staff will work with the program staff to ensure that the program is being implemented in the correct way to reduce violence in the target area. This would include monitoring site visits in country and weekly/monthly implementation phone calls.

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Role of Program Manager

- Mobilize the community to engage in activities that will help change the thinking and norms, so that shooting and killing is no longer an acceptable behavior and to create alternatives for those currently at highest risk for shooting someone or being shot
- Must recruit and manage an active volunteer base
- Convenes and/or participates in a local coalition that actively addresses public safety and violence prevention and reduction efforts in the target area, bringing CeaseFire related issues to the table for discussion to engage in joint problem solving
- Plans and implements responses to shootings and killings with community residents and other local partners
- Organizes CeaseFire community activities
- Manages and tracks CeaseFire public education campaign in the target area
- Develops relationships with local service providers
- Responsible for the adoption and continued implementation of CeaseFire Program

Role of Violence Interrupter

- Gaining information on potential conflicts in target areas
- Mediating conflicts that could potentially result in violence
- Meeting with high-risk individuals on a daily basis to discuss issues
- Helping in the efforts to prevent all potential retaliatory shootings
- Developing relationships with key leaders in the community
- Participate in weekly strategy meetings
- Referring potential participants to outreach workers
- Documenting conflicts resolved on conflict mediation forms
- Keeping daily log documenting all contacts with high risk individuals daily
- Participating in CeaseFire trainings
- Distributing public education materials on to targeted audience
- Attending community responses and activities

Role of Outreach Worker

- Gaining information on potential conflicts in target areas
- Mediating conflicts that could potentially result in violence
- Meeting with high-risk individuals on a daily basis to discuss issues
- Helping in the efforts to prevent all potential retaliatory shootings
- Build a caseload of high risk participants (number to be determined)
- Develop risk reduction plans for each high risk participant
- Serve as linkages and support for individuals to enhance their assistance and use of opportunities and programs in the community (job programs, GED, drug treatment, and mentoring)
- Participate in weekly strategy meetings
- Documenting conflicts resolved on conflict mediation forms
- Participating in CeaseFire training
- Distributing public education materials on to targeted audience
- Attending community responses and activities

IV. IMPLEMENTATION PLAN

Violence in Honduras is extremely complex, and the CeaseFire team believes the only way to implement the model is through a three-phase process over a few quarters to ensure the safety of workers and the correct foundation to reduce shooting and killings. The phases are based on the historical development of the CeaseFire model in Chicago and calls for specific milestones before moving on to the each phase.

A. Phase 1: Pre implementation

Once the target area has been determined and the community partner selected, the new partners will receive orientation about the CeaseFire model and its implementation. If resources are available, key staff would travel to Chicago to see the model in action. CeaseFire will assist in recruiting initial workers from the community and participate in hiring panels to ensure that the right workers are hired (panels can be done remotely though Skype). The entire staff will not be selected at this point; the focus is on getting the initial outreach workers to start implementing the model in the target area.

Once the first outreach workers are selected, they will go through an 80 hour training which covers all the critical elements of the CeaseFire program before they start working in the target area(s). As part of training, program staff will analyze violence trends in their communities and determine where to focus their intervention. A considerable amount of time is spent in the training discussing engaging the “highest risk,” developing talking points to be used to change their thinking, and mediation techniques. Maps are developed to identify gangs/mobs/crews, hot spots, conflict groups, leaders that have prominence and other key individuals in area to inform the target area strategy.

After training, staff will focus their time on building relationships with and inroads to the “highest risk” individuals and groups. Their first task will be to introduce the program and start to create buy into CeaseFire goal of reducing shootings and killings. The staff will have to move slowly and take the time to ensure that the “highest risk” understand that the program is not against them. During this phase, the idea that violence doesn’t have to be used to resolve all disputes will be introduced: frank conversations about what is going on and looking to change some of the lesser reasons why people are killed.

Through the pre-implementation phase, the initial outreach workers will be tasked with recruiting additional workers to serve as outreach workers and violence interrupters. Once the program has been explained to the “highest risk” groups and some of the more nuanced dynamics of the shootings and killings in the target area, the program will be in a better position to recruit individuals who were once part of gangs. These are the most credible workers, but the program will need time to develop relationships with them.

B. Phase 2: Introductory

The introductory phase begins with training for the second set of workers (interrupters, outreach workers, or both). The workers will continue to engage high-risk individuals,

groups, residents, and community leaders to discuss alternatives to violence both as a philosophy and a practical approach. The objective is to build rapport, continue to introduce the program and explain how it works, answer questions and take feedback, and establish reliable conduits of information. They will begin to mediate conflicts, build caseloads, and work to change the thinking about the “highest risk.” In some U.S. cities, this has sometimes resulted in peace summits with leaders of street organizations/groups to charge them with the responsibility to help keep the peace when possible.

During this phase, it will be important to involve the “highest risk” in as many ways as possible. One strategy would be to convene groups of leaders to discuss how best to proceed with the program, mediation strategies, public education materials, and community events. The leaders would receive a stipend or a gift card for their participation. These are individuals who could not be on the CeaseFire staff because of their current lifestyle, but will play an important role in the program.

During this phase, community mobilization can start in a limited capacity. The focus is on community-wide events to introduce the program, but it is important to let the violence interrupters and outreach workers generate a degree of trust with the “highest risk” to ensure that community mobilization is not perceived as an attack. This phase will also include the development of public education materials and message strategies. The staff will have a much better understanding of what types of messages will resonate with the “highest risk” and will be able to give insight into larger community-wide messages.

C. Phase 3: Interruption and Intervention, Risk Reduction, and Community Mobilization

Once the workers have established relationships and trust, the program can move to full implementation. This includes “interruption and intervention” of conflicts likely to lead to violence and recruiting participants (15 per outreach worker) to work with on risk reduction. The staff will canvass the target area on a daily basis, performing home visits, mediating conflicts, and building relationships. The community mobilization efforts intensify with shooting responses to all violent events in the target area, monthly community events, and a full implementation of the public education campaign.

Implementation Plan Chart

Phase 1	Phase 2	Phase 3
<ul style="list-style-type: none"> • Select community partner • Train identified workers • Build relationships/ inroads to groups in the area, start to change thinking; some mediations • Find workers to serve as interrupters 	<ul style="list-style-type: none"> • Train additional workers • Deepen relationships/inroads with high-risk groups, continue working on changing the thinking, more directly mediate conflicts • Develop public education campaign • Start community events against violence 	<ul style="list-style-type: none"> • Full implementation • Mediation of conflicts • Risk reduction with participants • Community mobilization • Public education messaging • Document activities

V. CONCLUSION

A. Remaining Issues to Be Considered

The pre-assessment visit was designed to equip the CeaseFire team an initial understanding of the dynamics of the violence occurring in Honduras and meet with groups and individuals to determine if local capacities existed to implement the model. The two weeks was an excellent introduction to San Pedro Sula, but there are still many outstanding issues to be considered for adapting the model to San Pedro Sula. The following are issues that will be addressed in the full assessment:

- Further analysis of the datasets available from the Observatorio to determine how they can be used to inform implementation
- Determining which areas would be the best to serve as the target area for a pilot program, with special attention paid to Choloma
- Once a target area is selected, a further analysis for establishing risk factors to focus the work of Outreach Workers and Violence Interrupters
- Further conversations with potential “credible” individuals to serve as the first set of workers
- Explore the issues related to hiring of ex-gang members
- Further discussion about the public education campaign; specifically the types of messaging and delivery systems
- Discussion with OTI, Creative Associates, and USAID about how CeaseFire fits into larger picture and programming of San Pedro Sula
- Number of workers needed for the target area and related budget costs from implementing a program in San Pedro Sula

B. Proposed Next Steps

The next step for adapting the model to the context of San Pedro Sula would be to conduct a full assessment visit for two to three weeks. The agenda would include follow-up meetings with a number of people and organizations the team met with during the pre-assessment and answering the outstanding issues listed above.