

## Technical Cooperation (TC) Document

### I. Basic Information for TC

- Country/Region: Regional (Trinidad and Tobago; Colombia)
- TC Name: Feasibility Study, Adaptation, and Evaluation of the CeaseFire model
- TC Number: RG-T2210
- Associated Loan/Guarantee Name: 1680/OC-TT (TT-L1003); ATN/FI-12682-RG (RG-T1990)
- Team Leader/Members: Dana King (ICS/CTT), Co-Team Leader; Diego Arisi (ICS/CCO), Co-Team Leader; Joan Serra Hoffman (IFD/ICS); Lina Marmolejo (IFD/ICS); Arnaldo Posadas (IFD/ICS); Mónica Lugo (LEG/SGO); Liza Lutz (LEG/SGO); Mercedes Hinton (SPD/SDV); Viviana Taboada Arango (SPD/SDV); and Melissa Gonzalez (IFD/ICS)
- Date of TC Abstract authorization: August 22, 2012
- Donors providing funding: Citizen Security Fund
- Beneficiary: Trinidad and Tobago; Colombia
- Executing Agency and contact name: Inter-American Development Bank  
Dana King, Modernization of the State Specialist,  
danak@iadb.org
- IDB Funding Requested: \$550,000
- Local counterpart funding, if any: \$0
- Disbursement period (which includes Execution period): 48 months<sup>1</sup>
- Anticipated start date: January 1, 2013
- Types of consultants (firm or individual): Individual and Firms
- Prepared by Unit: ICS/CTT
- Unit of Disbursement Responsibility: ICS/CTT
- TC Included in Country Strategy (y/n):
  - Yes (Under Trinidad and Tobago's Country Strategy (2011-2014), activities within the framework of the Sustainable Emerging Cities initiative have been identified as areas for further dialogue with the Government. Under Colombia's Country Strategy (2011-2014), citizen security is an area for country dialogue.)
  - No
- TC included in CPD (y/n):
- GCI-9 Sector Priority: Institutions for Growth and Social Welfare Sector Strategy; Citizen Security

### II. Description of the Associated IDB-Financed Operations:

- 2.1 In 2008, the Inter-American Development Bank ("IDB" or "the Bank") approved the *Citizen Security Programme* ("CSP" or TT-L1003), a \$24.5 million loan to Trinidad and Tobago to support a citizen security program to reduce crime and violence. Launched in twenty-two, high risk communities, the operation finances preventive interventions addressing the most proximal and modifiable risk factors.
- 2.2 In 2011, the Bank approved the *Design and implementation of the Emerging and Sustainable Cities Initiative* ("ESCI" or RG-T1990), a mechanism that provides non-reimbursable technical assistance to support cities in Latin America and Caribbean (LAC) to achieve sustainability goals in three specific areas - environmental, urban, and fiscal

<sup>1</sup> The CeaseFire pilot has a three-year implementation period. As such, the disbursement period is set for 48 months, to allow the Port of Spain evaluation to follow the pilot from start to finish.

sustainability – through the application of a coordination platform, implementation instruments (diagnostics, action plans, and monitoring systems), and a pilot program.

- 2.3 The initial phase of ESCI included the implementation of the platform in Goiania (Brazil), Santa Ana (El Salvador), Trujillo (Peru), Montevideo (Uruguay), Port of Spain (Trinidad and Tobago), and four Colombian cities including Barranquilla<sup>2</sup>. In the case of Port of Spain, the ensuing diagnostic and action plan prepared for the city designated the East Port of Spain area as the focus of ESCI interventions. Promotion of citizen safety and security was identified as a priority area under the Action Plan's urban sustainability pillar. Similarly, ESCI studies and diagnostics conducted for Barranquilla identified the design and development of interventions to prevent crime and violence as a priority and strategic action area for the city.
- 2.4 The proposed TC aims to generate relevant knowledge about the implementation of CeaseFire<sup>3</sup>, which will help the Bank and key stakeholders understand the benefits and particularities of such Program providing timely information on intervention success and lessons learned. Specifically, the TC will finance an evaluation of the CeaseFire pilot being implemented in Port of Spain and an assessment of the feasibility of implementing the CeaseFire program in Barranquilla. This evaluation will provide key information on the effectiveness of CeaseFire in reducing the murder, woundings and shooting rates in partner communities – two of the impact indicators under TT-L1003 – that will be used to identify best practices for crime and violence reduction in Trinidad and Tobago as well as other countries in the LAC Region.

### III. Objectives and Justification of the TC:

- 3.1 **Problem Statement:** Crime and violence levels in LAC are among the most important obstacles to human and economic development in the region; with high economic and social costs. Indeed, crime and violence are the number one concerns cited by Latin American citizens; ranking above unemployment and economic problems<sup>4</sup>.
- 3.2 Trinidad and Tobago has not remained indifferent to this reality, and has seen a staggering increase in violence and crime over the past fifteen years. The number of murders per year grew from 97 in 1998 to 547 in 2008; for a population of approximately 1.3 million people.<sup>5</sup> This represents a 464% increase over the 10-year period. Woundings and shootings increased 142% over the same period; rising from 319 to 771 per year. Despite slight reductions in these crimes in the last three years,<sup>6</sup> rates remain unacceptably high. Of particular concern is the country's homicide rate, which is considerably higher than the

<sup>2</sup> The other three cities are: Bucaramanga, Manizales and Pereira.

<sup>3</sup> On September 12, 2012, the organization that developed and has supported implementation of CeaseFire in various cities announced that it had changed its name, as well as the CeaseFire program's name, to CureViolence (See <http://cureviolence.org/news/ceasefire-becoming-cure-violence/>). The name change is not accompanied by any other changes in program methodology or approach. As the feasibility studies in Trinidad and related documentation refer to the program as "CeaseFire," we continue to use that term in this document to avoid confusion.

<sup>4</sup> According to the most recent polls from Latinobarometro, 2011, approximately 28% of citizens in Latin America and the Caribbean believe that violence is the main problem in their countries.

<sup>5</sup> This data was provided by the Monitoring and Evaluation department of the Citizen Security Programme, Ministry of National Security based on information provided by the Crime and Problem Analysis (CAPA) branch of the Ministry of National Security.

<sup>6</sup> In 2011, the Government called a State of Emergency (SoE), along with a curfew in specified areas, to deal with escalating crime. During the SoE, the murder rate was greatly reduced, contributing to a low number of murders for 2011 and likely causing a reduction in the three-year murder rate.

average for the Caribbean.<sup>7</sup> Much of the recent violence has been attributed to gangs and the use of firearms,<sup>8</sup> and has been heavily concentrated in select areas of metropolitan Port of Spain and San Fernando, the country's two largest cities.<sup>9</sup>

- 3.3 Different than Port of Spain, the City of Barranquilla in Colombia has seen reductions in crime and violence over the last several years. A 2008 diagnostic of crime and violence in the city<sup>10</sup> indicated a reduction in the homicide rate from a high of 483 homicides in 2003 to 348 in 2007 (31 homicides per 100,000 persons). Nevertheless, the levels of crime in the city remain high<sup>11</sup> and the issue of insecurity continues to be a concern for residents. To address these issues, and homicide in particular, the Mayor's Office has begun looking to pilot initiatives with a strong likelihood of reducing crime and violence.<sup>12</sup>
- 3.4 **Objectives:** The general objective of this TC is to generate applied knowledge and methodologies for crime prevention and reduction in LAC. The specific objective is to determine the effectiveness of the CeaseFire methodology for murder and wounding prevention and reduction in Port of Spain and Barranquilla through an evaluation of a CeaseFire pilot in Port of Spain and the development of a feasibility study and adaptation plan for the program in Barranquilla.
- 3.5 **Justification:** CeaseFire, the intervention to be adapted, is a scientifically proven,<sup>13</sup> cost-effective,<sup>14</sup> public health approach that anticipates and interrupts transmission of risk events and changes the social norms and behaviors that perpetuate violence.
- 3.6 CeaseFire works to interrupt the cycle of violence and to change norms about behavior. This is achieved through its five core components: street outreach to at-risk youth, public education, faith leader involvement, community mobilization and collaboration with law enforcement. CeaseFire's approach to stopping the spread of violence focuses directly on those persons or groups who are at the highest risk for initiating violence or being a victim of it. Highest risk participants are defined as individuals who meet specific multiple criteria based on age, involvement in groups, engagement in activity associated with violence, and being a recent victim or close to a recent victim of violence that are derived from research

<sup>7</sup> The most recent figures (2010) provided by *AlertAmerica.org* show 35.2 homicides per 100,000 inhabitants for Trinidad and Tobago, compared with 21.9 homicides per 100,000 inhabitants for the Caribbean region as a whole.

<sup>8</sup> Firearms were used in 72% of all murders and over 60% of all woundings in 2011. (CAPA data provided under TT-L1003)

<sup>9</sup> Trinidad and Tobago 2012 Crime and Safety Report (See <https://www.osac.gov/pages/ContentReportDetails.aspx?cid=12327>)

<sup>10</sup> "Violencia y Delincuencia Barranquilla: Diagnostico y Recomendaciones."

[http://www.barranquilla.gov.co/documentos/Informe\\_web\\_2.pdf](http://www.barranquilla.gov.co/documentos/Informe_web_2.pdf)

<sup>11</sup> The *Consejo Ciudadano para la Seguridad Pública y Justicia Penal de México* cited Barranquilla as number 42 of the world's 50 most violent cities in 2012. [http://www.180.com.uy/articulo/24009\\_Las-50-ciudades-mas-violentas-del-mundo](http://www.180.com.uy/articulo/24009_Las-50-ciudades-mas-violentas-del-mundo)

<sup>12</sup> One recent pilot - *Entorno Socio Urbanos Seguros-Esus* program - showed a 21% reduction in homicides in pilot communities as compared with a 3.8% reduction in homicides city wide. <http://www.elheraldo.co/local/se-reduce-la-violencia-y-la-delincuencia-en-20-barrios-de-barranquilla-con-programa-esus-82215>

<sup>13</sup> An extensive, independent three-year evaluation scientifically validated CeaseFire's success in Chicago in reducing shootings and killings by 41% to 73% and demonstrated a 100% success rate in reducing retaliatory killings in five of the eight communities examined. Evaluations of CeaseFire's implementation in Chicago and Baltimore can be found at the following sites: (Chicago) <http://skogan.org/WorkInProgress.html>; (Baltimore) <http://www.rwjf.org/content/rwjf/en/research-publications/find-rwjf-research/2012/01/evaluation-of-baltimore-s-safe-streets-program.html>.

<sup>14</sup> The cost savings to the City of Baltimore during the Ceasefire evaluation period were estimated to be US\$5.1 million. (April 27<sup>th</sup> Congressional Briefing on Youth Violence. Baltimore Public Health Department, Washington DC 2012). It is expected that, in addition to reducing the number of violent incidents, implementation of the CeaseFire program in Trinidad and Tobago can potentially lead to savings for the respective governments because of less money spent on hospitalizations from gunshot wounds, police investigations, and incarceration.

and local data. CeaseFire's participants are usually beyond the reach of conventional services.<sup>15</sup>

- 3.7 In implementing CeaseFire, CSP and the municipality of Barranquilla are seeking to: (i) adapt and replicate the violence reduction results of the programme in the United States, drawing from the implementation experience of Trinidad and Tobago, as a more similarly situated, middle-income LAC setting; and (ii) strengthen a multi-sectoral approach to crime reduction. The Chicago CeaseFire implementation is credited with significantly reducing shootings and homicides in targeted communities in Chicago. Once effectively implemented, the CeaseFire Programme is expected to result in a similar reduction in the levels of firearm-related violence in Port of Spain and Barranquilla.
- 3.8 Further, it is believed that the Bank initiative to adapt and evaluate this intervention would contribute to the integrated citizen security approach used in both Port of Spain and Barranquilla. In Port of Spain, a feasibility study for CeaseFire implementation was conducted by the CSP and preliminary conversations have been carried out with appropriate government entities on the use of CeaseFire to supplement existing gaps in conventional services. In Barranquilla, the municipal authorities have indicated interest in carrying out a feasibility study in order to yield similar discussions with government and non-governmental stakeholders, to determine the appropriateness of the program, and to design an implementation plan suited to the Barranquilla context.
- 3.9 *Alignment with GCI-9 Sector Priorities and Bank Programs in Execution:* Among the priority areas for Bank support set out by the Bank's ninth capital increase (GCI-9) are: (i) social policy for equity and productivity and (ii) institutions for growth and social welfare. This TC is aligned with both of these sector priorities. In line with the first-mentioned GCI-9 priority areas, this TC aims to reduce the levels of crime in high-crime areas to create an enabling environment for private sector investment and job creation. The pilot also supports the second of the above-mentioned GCI-9 priorities in that it is part of the IDB-financed capacity strengthening of national and municipal authorities to address crime and violence through social interventions and community policing.
- 3.10 Further, this TC will support two Bank-financed initiatives already in execution: (1) the Citizen Security Programme (TT-L1003), under which the Trinidadian CeaseFire pilot to be evaluated by this TC will be financed and (2) the Emerging and Sustainable Cities Initiative (RG-T1990), under which the CeaseFire pilot in both Port of Spain and Barranquilla will serve as one strategy aimed at reducing crime and increasing local sustainability.

#### **IV. Description of activities/components and budget:**

- 4.1 The objective of this TC will be achieved through the following components: (i) evaluation of CeaseFire implementation in Trinidad and Tobago, (ii) implementation of a feasibility study for implementation of CeaseFire in Barranquilla, Colombia; and (iii) dissemination of knowledge and lessons learned. The activities, outputs and expected results of the two components are as follows:

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<sup>15</sup> Participants are selected using seven criteria: (i) gang involvement, (ii) key role in a gang, (iii) prior criminal history, (iv) involved in high-risk street activity (e.g., drug markets), (v) recent victim of a shooting, (vi) between the ages of 16 and 25, and (vii) recently released from prison. For further information and evaluation findings see <http://www.crimesolutions.gov/ProgramDetails.aspx?ID=205> and <http://ceasefirechicago.org/data-research>.



- 4.2 **Component 1: Evaluation of CeaseFire implementation in Trinidad and Tobago:** The objective of this component is to conduct a rigorous evaluation of the implementation of the CeaseFire model in Trinidad and Tobago, under the Bank-financed Citizen Security Programme (TT-L1003). The Trinidad CeaseFire evaluation will adapt evaluation models and tools from other CeaseFire evaluation sites. The following data sources will be used:
- a. **Input data from staff and participants** including: demographic information about each participant; documentation of the number and nature of contacts with each participant; referrals for services; conflicts mediated (including nature of conflict, risk factors associated with the conflict, process of mediation, and outcome); number of meetings with highest risk individuals in target area; surveys to assess participants' attitudes about violence over time; number and nature of shootings responses in the target area; and number and nature of community events in the target area.
  - b. **Shooting and homicide data** for the target area - numbers of all violent incidents with date, time, location, motives given, and demographic information for victim and perpetrator (if known) - will be collected on an ongoing basis. The same information will be collected for neighboring areas, comparison areas, and Port of Spain as a whole.
  - c. **Surveys to monitor change in social norms around violence** will be administered within subsections of the target areas. The surveys will measure attitudes to use of violence as well as perceptions about levels of violence and safety in the target areas. The public awareness campaign will be evaluated by conducting interviews with residents of target areas to assess whether they perceive a decrease in violence and a change in behaviors of high-risk populations.
- 4.3 The evaluation will be carried out through two consultancies:
- a. An independent, international evaluation team will design the evaluation framework, methodology, and indicators; in conjunction with the CSP's Monitoring and Evaluation department and CeaseFire Chicago.
  - b. The independent, international evaluation team will implement the program evaluation in partnership with a local Trinidadian research organization.
- 4.4 **Component 2: Feasibility Study of CeaseFire adaptation and implementation in Barranquilla.** The objective of this component is to undertake an assessment of the adaptability of the CeaseFire model to Barranquilla and the feasibility of implementation. The Feasibility Study would include:
- a. **Identification of the contextual issues in Barranquilla** that may influence the effectiveness of the programme, including a risk assessment matrix.
  - b. **Capacity Assessment** to determine and document, through discussions with key partners, capacity gaps among key players and agencies to inform a capacity building strategy for program implementation.
  - c. **Implementation Structure Analysis** that provides a recommended implementation option, including institutional placement, of a CeaseFire pilot in Barranquilla. This option should be articulated as a detailed implementation plan that takes the following into consideration: (a) programme governance; (b) programme accountability; (c) identification of local partners as well as roles and responsibilities of stakeholders; (d) timeframes; (e) financial and human resources; (f) linkage to other local programmes

and agencies, as well as other community-based services; and (g) localization of the CeaseFire pilot in Barranquilla.

- d. **Costing of local adaptation** that would identify the approximate costs of a locally adapted version of CeaseFire.
- e. **Study Tour** of the municipal implementing agency and local partners to an existing CeaseFire implementation site in Chicago or Baltimore to see an existing program in action.
- f. **Training and technical assistance for the implementation of the Program.** CeaseFire will provide technical assistance, to Barranquilla local authorities, on all components of the model. This will take place through performing the assessment visits to adapt the model to the local context, assisting the site recruit the “right” workers, training of the workers, weekly monitoring calls, monitoring site visits, and will be on call for any issues that arise in implementing the model.

4.5 Also, Ceasefire will provide training of the workers to identify and detect potentially violent events, to mediate conflicts, and work on larger community social norm change around violence. The training will include identifying and engaging the “highest risk,” detection of violent events, violence interruption, conflict mediation, risk reduction techniques for the “highest risk,” behavior change, strategic planning for the target area, anger management, community mobilization for violence prevention, development of public education campaigns, staff meeting agenda (goal setting and planning for violence reduction), use of shooting and killing data to inform program implementation, monitoring of the workers, and management.

4.6 **Component 3: Dissemination of knowledge and lessons learned.** Dissemination of knowledge and lessons learned under the TC will be accomplished in three ways. First, a series of web seminars on implementation and evaluation findings will be organized for stakeholders from the region. Second, the findings of the evaluation and feasibility study will be published and made available on the web. In the intervention cities, workshops will be held to share the findings of the TC-funded knowledge products. Finally, TC resources will be used to create and convene the Technical Advisory Committee, discussed in paragraph 5.2 below, which will be tasked with providing technical input for implementation as well as developing methods for disseminating knowledge and lessons learned thereunder.

#### ***Expected Results***

| <b>Key Indicator</b>  | <b>Time of Measurement</b> | <b>Baseline</b>   | <b>Project Completion</b>   | <b>Reason for Selecting Indicator</b>   |
|---|----------------------------|-------------------|---|---|
| Evidentiary basis for efficacy of CeaseFire to reduce homicides and shootings in Port of Spain and Barranquilla | 3 years                    | N/A <sup>16</sup> | <ul style="list-style-type: none"> <li>• An evaluation of CeaseFire providing evidence of its effectiveness in reducing homicides and shootings in Port of Spain, Trinidad.</li> <li>• A feasibility study for CeaseFire’s implementation in Barranquilla assessing whether the conditions are appropriate for</li> </ul> | This indicator was selected because the purpose of the proposed evaluation is to develop an evidentiary basis for using CeaseFire in Port of Spain and Barranquilla to reduce homicides, woundings and shootings. |

<sup>16</sup> While several evaluations of CeaseFire Chicago and replications such as SafeStreets Baltimore have shown its effectiveness within specific US cities to reduce homicide and shooting rates (see footnotes above), there are studies to show that the approach works within a Caribbean context or, more specifically, Trinidad and Tobago.

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  | CeaseFire implementation in the city and likelihood of the program having the intended effect. |  |
|--|--|--|--|--|

- 4.7 The present TC will be financed with \$300,000 in grant resources from the *Fondo de Seguridad Ciudadana*.

### **Budget**

| Activity/Component   | IDB Funding (US\$) | Counterpart Funding (US\$) | Total Funding (US\$) |
|--|--------------------|----------------------------|----------------------|
| <b>Component 1- Port of Spain CeaseFire evaluation</b>                 |                    |                            | \$200,000            |
| Evaluation Design Consultancy  | \$200,000          | \$0                        |                      |
| <b>Component 2 – Barranquilla Feasibility Study and Implementation</b> |                    |                            | \$300,000            |
| Feasibility Study  | \$225,000          | \$0                        |                      |
| Training and Technical assistance for implementation                   | \$75,000           | \$0                        |                      |
| <b>Component 3- Dissemination and Knowledge Sharing</b>                | \$50,000           | \$0                        | \$50,000             |
| <b>Total:</b>  |                    |                            | <b>\$550,000</b>     |

## **V. Executing agency and execution structure:**

- 5.1 This TC will be executed by the Bank through ICS/CTT and ICS/CCO, with support of ICS colleagues in IFD/ICS as it is a Bank-originated knowledge and dissemination technical cooperation. Being this a TC originated by the Bank to produce relevant knowledge about a specific intervention financed with Bank resources and to carry out a study to allow its replication in other Bank projects, it is of extreme importance that the Bank executes this operation directly. Bank execution will facilitate that a duly independent and relevant evaluation is carried out and that the feasibility study benefits from the knowledge and experience from other Bank operation in that sector. Finally, the execution of this TC by the Bank will follow the provisions of the Bank TC Policy and Operational Guidelines for TCs when the Bank is executing.
- 5.2 An external technical advisory committee (TA) will be established to provide technical inputs to the Bank in oversight of the design and dissemination of the evaluation and feasibility study, as well as to ensure the technical soundness of the proposed methodologies and implementation frameworks.<sup>17</sup>
- 5.3 Regarding monitoring and evaluation of the activities carried out, the team will prepare progress reports as needed and a final report at the end of TC, within 30 days of termination of the activities, which will include information about the products obtained, results achieved and lessons learned.
- 5.4 The firm hired to carry out Component 2 activities will be procured using a sole source selection method. In accordance with the Policies for the Selection and Contracting of Consultants Financed the Bank (GN-2350-9), this single-source selection is justified because the NGO *CureViolence* is the only firm qualified and with exceptional experience to carry out the activities; as that firm is the creator and owner of the CureViolence

<sup>17</sup> Proposed TAC members include: (1) Nancy Guerra (Professor, University of California, Riverside. Ed.D. Harvard University with research focus on understanding and preventing children's aggression and behavior problems of youth, particularly youth violence); (2) Dr. Randy Seepersad (Professor of Criminology, University of the West Indies); (3) Daniel Webster (Professor, Johns Hopkins Bloomberg School of Public Health; Co-Director, Johns Hopkins Center for Gun Policy and Research; led evaluation of Baltimore CeaseFire implementation); (4) Daniel Mejia (Professor of Economics, Universidad de los Andes with focus on violence); (5) Wesley Skogan (Professor of Political Science Faculty Fellow, Institute for Policy Research, Northwestern University; led evaluation of CeaseFire Chicago implementation); (6) Julie Meeks Garner (Head of Caribbean Child Development Centre, has extensive experience in youth violence prevention survey development).

methodology. As a result, *CureViolence* is the sole organization that provides the replication advisory and support services required. For additional detail, please see Annex I.

- 5.5 Implementation within each beneficiary country may not commence prior to the Bank receiving such country's formal non-objection to the implementation of the project implementation.

## VI. Major issues

| Risk   | Mitigation Measure  |
|--|---|
| Failure to draw baseline data before CeaseFire launch in Trinidad and Tobago   | The team has been working closely with the CSP to ensure that project launch dates will allow for required baseline data gathering. Further, CSP's internal evaluation and monitoring department has been collecting some of the baseline demographic and crime data for Port of Spain.           |
| Failure to coalesce needed stakeholders necessary to conduct the Barranquilla feasibility study.                           | The team has been working closely with the municipal authorities to ensure that needed partners and processes are in place to permit the feasibility study to be conducted.   |
| Ensure necessary support and participation from the Beneficiary countries and its authorities to carry out the activities. | The team will make sure to request and obtain before the initiation of any activity in the Beneficiary countries the corresponding non-objections letters from the country's official counterpart before the Bank, in which they express conformity with and support to the objectives of the TC. |

## VII. Exceptions to Bank policy: Not applicable.

## VIII. Environmental and Social Strategy: Given the nature of this project, no adverse social or environmental issues are foreseen. According to the Environment and Safeguard Compliance Guidelines, the operation has been classified as "C." (IDBDOCS-#37021810)

Annexes

Annex I – Procurement Plan  
 Annex II – Terms of Reference for International Evaluation Team  
 Annex III – Terms of Reference for CeaseFire Feasibility Study



## **Procurement plan**

**Country:** Regional

**Beneficiary:** Trinidad and Tobago; Colombia

**Executing agency:** Inter-American Development Bank

**Project name:** A Feasibility Study, Adaptation, and Evaluation of the CeaseFire model

**Project number:** RG-T2210

**Brief description of the project's objectives and components:**

The general objective of this technical cooperation (TC) is to generate applied knowledge and methodologies for crime prevention and reduction in Latin America and the Caribbean. The specific objective is to determine the effectiveness of the CeaseFire methodology for murder and wounding prevention and reduction in Port of Spain, Trinidad and Barranquilla, Colombia through an evaluation of a CeaseFire pilot in Port of Spain, Trinidad and the development of a feasibility study of the program in Barranquilla, Colombia.

The TC's three components are (1) evaluation of CeaseFire evaluation in Port of Spain, Trinidad; (2) feasibility study of CeaseFire's adaptation and implementation in Barranquilla, Colombia; and (3) dissemination of lessons learned.

**Estimated date of project approval:** December 2012

**Estimated date of the final disbursement:** January, 2016

Feasibility Study, Adaptation, and Evaluation of the CeaseFire model (RG-T2210)  
January 2013- December 2016

| Ref. No.<br><sup>1</sup> | Description of and category of procurement contract              | Estimated cost in (US\$ thousand) | Procurement method <sup>2</sup> | Review (ex-ante or ex-post) | Source of financing and percentage |                 | Prequalification (Yes/No) | Estimated Dates                        |  | Status <sup>4</sup> (pending, in process, awarded, cancelled) | Comments   |
|--------------------------|--|-----------------------------------|---------------------------------|-----------------------------|------------------------------------|-----------------|---------------------------|--|--|---|--|
|                          |  |                                   |                                 |                             | IDB %                              | Local / Other % |                           | Publication of specific proc. notice   | Completion of contract                 |   |  |
| <b>1</b>                 | <b>CONSULTING SERVICES</b>                                       |                                   |                                 |                             |                                    |                 |                           |  |  |   |  |
| 1.a                      | Design of evaluation methodology and oversight of implementation | 200,000                           | QCII                            | Ex-ante                     | 100                                | 0               | No                        | 1 <sup>st</sup> quarter after approval | 8 <sup>th</sup> quarter after approval | n/a   |  |
| 1.c                      | CeaseFire feasibility study in Barranquilla                      | 225,000                           | Sole Source                     | Ex-ante                     | 100                                | 0               | Yes                       | 1 <sup>st</sup> quarter after approval | 3 <sup>rd</sup> quarter after approval | n/a   | This will be a sole source procurement as the CeaseFire methodology is owned by the Chicago Project for Violence Prevention. |

<sup>1</sup> If there are a number of similar individual contracts to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the comments column, indicating the average of individual amount and the period during which the contracts would be executed. For example: an education project that includes school construction might include an item labeled "School Construction" for an estimated cost of US\$20 million and an explanation under the Comments column such as this: "This item encompasses some 200 contracts for school construction averaging US\$100,000 each, to be awarded individually by the participating municipal governments over a three-year period between January 2006 and December 2008."

<sup>2</sup> **Goods and Works:** ICB: International competitive bidding; LIB: limited international bidding; NCB: national competitive bidding; PC: price comparison; DC: direct contracting; FA: force account; PSA: Procurement through specialized agencies; PAs: Procurement agents; IA: Inspection agents; PLFI: Procurement in loans to financial intermediaries; BOO/BOT/BOOT: Build, own, operate/build, own, operate, transfer/build, own, operate, transfer; PBP: Performance-based procurement; PLGB: Procurement under loans guaranteed by the Bank; PCP: Community participation procurement; **Consulting Firms:** QCBS: Quality- and cost-based selection; QBS: Quality-based selection; FBS: Selection under a fixed budget; LCS: Least-cost selection; CQS: Selection based on the consultants' qualifications; SSS: Single-source selection; **Individual Consultants:** QCNI: Selection based on comparison of qualifications of national individual consultants; QCII: Selection based on comparison of qualifications of international individual consultants.

<sup>3</sup> Applicable only to Goods and Works in case the new Policies apply. In the case of previous Policies, it is applicable to Goods, Works and Consulting Services.

<sup>4</sup> Column "Status" will be used for retroactive procurement and when updating the procurement plan.



**Citizen Security Programme (1965/OC-TT)****EVALUATION OF THE CEASEFIRE PROGRAMME IN TRINIDAD AND TOBAGO****DRAFT TERMS OF REFERENCE****1. BACKGROUND**

Crime and Violence has arisen as the single most prevalent and pressing concern among citizens of Trinidad & Tobago. Whereas in 1998, there were 97 murders, by 2008 that number had climbed to 547, a 464% increase over the 10 year period. Woundings and shootings also increased by 142%, from 319 to 771 over the same period. Despite slight reductions in these crimes in the last three years, rates remain unacceptably high, with homicide rates in Trinidad and Tobago that are considerably higher than the average for the Caribbean<sup>1</sup>. The use of firearms is also of serious concern, as 72% of all murders and over 60% of all woundings were firearm related in 2011. The multiplicity of urban gangs also has a direct correlation with the increase in killings, with various official sources reporting a range of 95-120 gangs present in Trinidad and Tobago.

The Citizen Security Programme (CSP) has been established by the Ministry of National Security to contribute to the reduction of crime and violence within 22 “high needs” communities throughout Trinidad and Tobago. In doing so, CSP is seeking to replicate evidence based strategies that have proven effective in reducing violence. One such initiative is Chicago’s CeaseFire which is credited with significantly reducing shootings and homicides in targeted communities in Chicago. CeaseFire, which employs a public health approach, works to interrupt the cycle of violence and to change norms about behavior. This is achieved through its five core components: street outreach to at risk youth, public education, faith leader involvement, community mobilization and collaboration with law enforcement.

The CeaseFire Programme, once effectively implemented, should result in a reduction in the levels of firearm related violence in Trinidad and Tobago. The specific objectives of the overall programme have been identified as:

- To prevent harm and reduce injuries associated with firearm-related violence;
- To proactively prevent the escalation of tension that is likely to lead to violence;
- To reduce the likelihood that high risk individuals will engage in criminal and antisocial behavior;
- To improve public perception of safety; and,
- To improve coordination and collaboration among stakeholders to enhance efficiency in delivering violence prevention services.

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<sup>1</sup> Based on UNODC 2010 statistics, the average homicide rate for the Caribbean was 23.9 per 100,000 and 35.2 per 100,000 for Trinidad and Tobago.

The CeaseFire programme is to be implemented within East Port of Spain, Trinidad and targets 20 urban communities within the broader district centers of Laventille, Morvant, East Port of Spain and Belmont (see Appendix). A total estimated budget of USD 2,410,054 over a three year period has been allocated within the existing CSP expenditure projections.

The Ministry of National Security is now inviting qualified local, regional or international consulting firms or Universities to conduct a comprehensive evaluation of the CeaseFire initiative in Trinidad and Tobago.

## 2. OBJECTIVES OF THE CONSULTANCY

The overall purpose of this consultancy is to plan and implement the evaluation of the CeaseFire programme in Trinidad and Tobago. The specific objectives of the consultancy are to:

- Design the evaluation framework and methodology for the CeaseFire programme in Trinidad, including a process evaluation and an impact evaluation using experimental or quasi-experimental methods;
- Conduct a multi-method process evaluation which will focus on the implementation process. The evaluation should focus on how services are delivered, access to the program, management practices, and provide understanding about the ways in which the legal, economic, political and cultural contexts are affecting program implementation. It should indicate, the extent to which established output targets have been achieved to date and recommendations to maximize efficiency and effectiveness;
- Conduct an impact evaluation to be completed at the end of 3 years to determine the effects of the CeaseFire model in Trinidad including its impact on homicides, shootings, woundings and social norms around violence, changes in public perception of safety in targeted areas, changes in participants' behaviour and attitudes, and its potential for replication in other areas of the Caribbean and Latin America. The evaluation should also identify any limitations or negative effects of the intervention, for example, in terms of potential displacement of violence to other communities or in changes in the types of crime committed (i.e. a shift towards knifings instead of shootings).

## 3. SCOPE OF WORK

Duties of the contracted consulting firm or University will include:

| TASKS   |   | Estimated Duration |
|---|---|--------------------|
| <b>Phase 1: Evaluation Preparation and Planning</b> |   | <b>9 weeks</b>     |
| 1.  | Review CSP and CeaseFire programme documents and other relevant reports to understand the context of the overall assignment and the nature and purpose of the CeaseFire intervention. | 1 week             |

| TASKS   | Estimated Duration     |
|---|------------------------|
| <p>2. Design and field test the evaluation framework and methodology for the CeaseFire programme in Trinidad, in conjunction with CSP and CeaseFire Chicago, including: (i) a process evaluation; (ii) an impact evaluation using experimental or quasi-experimental methods; (iii) a cost efficiency and cost-effectiveness study; and (iv) output, outcome and impact indicators to be measured with their corresponding annual targets. Produce an evaluation plan for review.</p>   | 4 weeks                |
| <p>3. Work closely with CSP personnel and the selected local M&amp;E Agency to develop data collection instruments and systems as well as reporting structures and templates.</p> <p>The following data sources and data requirements should be considered:</p> <ul style="list-style-type: none"> <li>• demographic information about each participant;</li> <li>• documentation of the number and nature of contacts with each participant;</li> <li>• referrals for services (including agency and reason for referral);</li> <li>• conflicts mediated (including nature of conflict, risk factors associated with the conflict, process of mediation and outcome);</li> <li>• number and nature of shooting responses in the target area;</li> <li>• number and nature of community events in the target area;</li> <li>• number and nature of public awareness campaigns executed;</li> <li>• weekly data on all violent incidents (including murders, woundings and shootings) occurring in the target area, with date, time, location, motives, and socio-demographic information for victim and perpetrator (if known);</li> <li>• similar statistics on violent incidents in neighboring areas, comparison areas, and the Port of Spain Police Division as a whole;</li> <li>• financial records of the Executing Agency;</li> <li>• baseline and follow-up surveys to assess participants' attitudes about violence and anti-social behavior over time;</li> <li>• baseline and follow-up surveys to obtain feedback from participants on the effectiveness, efficiency and impact of the programme;</li> <li>• baseline and follow-up surveys to monitor residents' perceptions about levels of violence and safety in the target area.</li> </ul> | 4 weeks                |
| <p><b>Phase 2: Process Evaluation</b></p>   | <p><b>13 weeks</b></p> |



| TASKS  | Estimated Duration |
|--|--------------------|
| <p>4. Conduct an early phase, mid-term, and final review after 6, 18, and 36 months to report on the implementation process. The process evaluation should use a multi-method approach which triangulates quantitative data with observation, semi-structured interviews with program managers, field staff, participants, and other stakeholders, and which makes use of focus groups, and questionnaires as appropriate. It should assess:</p> <ul style="list-style-type: none"> <li>(i) the extent to which the five core components of CeaseFire have been implemented in Trinidad;</li> <li>(ii) the extent to which established processes and procedures have been followed with respect to information on potential violence, incident response, safety of personnel, data collection and reporting;</li> <li>(iii) how acceptable and accessible the program is to stakeholders (ie. governmental authorities, community, and program staff);</li> <li>(iv) the key contextual, human resource, and managerial ingredients involved in supporting delivery of the intervention; progress towards established output and immediate outcome targets for each component;</li> <li>(v) progress towards established targets for reductions in homicides and shootings.</li> </ul> | 10 weeks           |
| <p>5. Prepare and submit a report that includes evaluation methodology, findings, detailed analysis and recommendations.</p>   | 3 weeks            |
| <p><b>Phase 3: Impact Evaluation</b></p>   | <b>17 weeks</b>    |
| <p>6. Conduct a comprehensive impact evaluation using experimental or quasi-experimental methods to be completed at the end of 3 years to determine:</p> <ul style="list-style-type: none"> <li>(i) actual achievement with respect to targets established for reductions in homicides, woundings and shootings;</li> <li>(ii) comparison of the levels of violent crime in CeaseFire areas with neighboring and comparison areas;</li> <li>(iii) level of change in public perception of safety;</li> <li>(iv) extent to which coordination and collaboration among stakeholders to enhance delivery of violence prevention services has been improved;</li> <li>(v) client perceptions of the value of CeaseFire services;</li> <li>(vi) cost efficiency and cost effectiveness of service provision.</li> <li>(vii) Identification of potential displacement of violence to other communities or types of crime (i.e. a shift towards knifings from shootings).</li> </ul>  | 17 weeks           |
| <p><b>Phase 4: Cost efficiency and cost-effectiveness study</b></p>  |                    |

| TASKS  | Estimated Duration |
|--|--------------------|
| 7. Identify the cost-benefits of the program, cost changes over time, potential costs of an expansion, and identify what changes could be made to reduce costs in the future without affecting the quality of results.   | 5 weeks            |
| 8. Prepare and submit a final report that includes evaluation methodology, findings, detailed analysis and recommendations for expansion and sustainability in Trinidad and Tobago and potential for implementation in other areas of the Caribbean and Latin America. | 5 weeks            |
| <b>Phases 2, 3, &amp; 4: Ongoing Oversight</b>   | <b>144 weeks</b>   |
| 9. Provide oversight for M&E systems implemented, including collaboration with the local agency co-ordinating ongoing data collection activities and quarterly review meetings which will provide opportunities for coaching and knowledge transfer.                   | 144 weeks          |

*N.B Some tasks may be executed concurrently*

#### 4. DURATION AND TIMELINES

The duration of the contract is forty-one (41) months from the commencement date identified in the contract. The contract will be executed in three distinct phases of full-time activity with Phase 1 completed before programme operations begin, Phase 2 implemented in months 19 - 21 of programme operation and Phase 3 commencing in the final month of formal service delivery by the CeaseFire Executing Agency. On-going oversight for M&E systems and data collection requiring part-time commitment will also take place during the three (3) years of programme operation.

#### 5. REPORTING ARRANGEMENTS

The contracted Organization will report to the ... and is required to work closely with various personnel of the CSP Programme Implementation Unit (PIU) and all of the agencies identified in Section 6 below.

#### 6. ROLE OF KEY STAKEHOLDERS

| Partner   | Roles/ Responsibilities   |
|---|---|
| Citizen Security Programme (CSP), Ministry of National Security | <ul style="list-style-type: none"> <li>• Provide technical input during the Evaluation Preparation and Planning phase</li> <li>• Provide administrative support as required to facilitate access to information required from other Agencies</li> <li>• Participate in strategic meetings as required</li> <li>• Provide additional information on CSP partner communities in CeaseFire zones for comparison and analysis purposes</li> </ul> |

| Partner   | Roles/ Responsibilities   |
|---|---|
|   | <ul style="list-style-type: none"> <li>Provide police data on crime (homicides, woundings and shootings) at the community level for Port of Spain.</li> </ul>   |
| Chicago Centre for Violence Prevention (CeaseFire, Chicago) | <ul style="list-style-type: none"> <li>Provide technical input during the Evaluation Preparation and Planning phase</li> <li>Provide technical support as required to facilitate implementation of M&amp;E systems that are aligned to other CeaseFire interventions internationally</li> </ul>   |
| Local Research/ M&E Firm                                    | <ul style="list-style-type: none"> <li>Assist in the collection, collation and provision of detailed information on programme activities, outputs, financial management, outcomes for individual participants and beneficiary communities (informed by task #3 above)</li> </ul>  |
| Local CeaseFire Executing Agency                            | <ul style="list-style-type: none"> <li>Facilitate the collection of data on programme activities, outputs, financial management, outcomes for individual participants and beneficiary communities</li> <li>Provide timely quarterly reports including all information prescribed in the M&amp;E system as determined during the Evaluation Preparation and Planning phase</li> </ul>  |
| Inter-American Development Bank                             | <ul style="list-style-type: none"> <li>Provide technical input during the Evaluation Preparation and Planning and Implementation phase</li> <li>Liaise with CeaseFire TT evaluation and implementation partners and Barranquilla, Colombia to facilitate incorporation of lessons and principles for successful program implementation and evaluation across sites</li> <li>Participate as member of the technical advisory committee.</li> <li>Organize dissemination activities of lessons learned to LAC.</li> </ul> |

## 7. DELIVERABLES AND PAYMENT SCHEDULE

For the performance of duties outlined in this Terms of Reference, the consulting firm is expected to provide the following deliverables and payments will be due as outlined below:

| Deliverable   | Deadline                          | Payment |
|---|-----------------------------------|---------|
| -   | Upon contract signing             | 5%      |
| A detailed inception report and work plan including M&E framework for overall programme and templates for data collection and reporting | 6 weeks after signing of contract | 15%     |
| Interim Progress Report #1  | Month 7 of contract               | 5%      |

| Deliverable                       | Deadline   | Payment |
|-----------------------------------|--|---------|
| Interim Progress Report #2        | Month 13 of contract   | 5%      |
| Interim Progress Report #3        | Month 19 of contract   | 5%      |
| Mid-Term Review Report/ Report #4 | Month 23 of contract   | 20%     |
| Interim Progress Report #5        | Month 29 of contract   | 5%      |
| Interim Progress Report #6        | Month 35 of contract   | 5%      |
| Draft final report                | 30 days prior to last day of contract                              | 5%      |
| Final Report                      | Month 41 of contract (2 weeks before the last day of the contract) | 30%     |

## 8. IMPLEMENTATION ARRANGEMENTS

The individual consultant is expected to own or have access to an office for the conduct of its business. A minimum of four (4) trips to Trinidad and Tobago should be budgeted, including sufficient time to lead evaluation activities during the mid-term review and final evaluation.

## 9. TECHNICAL PROFILE OF CONSULTING FIRM / UNIVERSITY

### *Lead Consultant*

- A post graduate degree in development related disciplines - Public Health, Economics or the Social Sciences. A PhD will be considered an asset;
- At least 10 years' experience in survey design and implementation;
- Demonstrated experience in managing and conducting an evaluation focused on crime and violence prevention, public safety and citizen security.
- Familiarity with national policies and programmes related to crime and violence, including child maltreatment and domestic violence;
- Proficiency in English Language, effective communication skills and excellent analytical and report writing skills.

### *Technical Staff*

- Tertiary education at the undergraduate or post graduate level with specialist expertise in crime and violence issues;
- Tertiary education at the undergraduate or post graduate level with specialist qualifications and skills in statistical analysis;

- Proficiency in English Language, effective communication skills and excellent analytical and report writing skills.

*Field Supervisors*

- Tertiary education at the undergraduate level;
- At least 3 years' experience in field interviewing with strong interpersonal skills;
- Previous experience in a supervisory capacity.

**10. BUDGET AND DEADLINE**

This evaluation has an estimated budget of USD \$200,000. It is expected that the project will conclude by April 2016.



## Appendix I

**Table 1: List of Participating Communities**

| Community   | CeaseFire only<br>(2013) | CSP<br>Community<br>Phase 1 (2008) | CSP<br>Community<br>Phase 2 (2013) |
|---|--------------------------|------------------------------------|------------------------------------|
| 1. Caledonia No. 1, Morvant                       | ✓                        |                                    |                                    |
| 2. Coconut Drive, Morvant                         | ✓                        |                                    |                                    |
| 3. Morvant North                                  | ✓                        |                                    |                                    |
| 4. Morvant South/ Caledonia No. 1                 | ✓                        |                                    |                                    |
| 5. Chinapoo, Morvant                              | ✓                        |                                    |                                    |
| 6. Beetham Gardens                                |                          | ✓                                  |                                    |
| 7. Eastern Main Road/ Success Village, Laventille | ✓                        |                                    |                                    |
| 8. Laventille/ Trou Macacque, Laventille          |                          |                                    | ✓                                  |
| 9. Mon Repos                                      |                          | ✓                                  |                                    |
| 10. Never Dirty                                   |                          | ✓                                  |                                    |
| 11. Eastern Quarry                                | ✓                        |                                    |                                    |
| 12. Gonzales                                      |                          | ✓                                  |                                    |
| 13. Picton  |                          |                                    | ✓                                  |
| 14. Quarry St./ John John, Port of Spain East     | ✓                        |                                    |                                    |
| 15. Port of Spain South                           | ✓                        |                                    |                                    |
| 16. Romain Lands/ Marie Road                      | ✓                        |                                    |                                    |
| 17. Sea Lots                                      |                          |                                    | ✓                                  |
| 18. St. Barb's                                    |                          | ✓                                  |                                    |
| 19. Success Village, Laventille                   | ✓                        |                                    |                                    |
| 20. Upper Belmont                                 | ✓                        |                                    |                                    |

## TERMS OF REFERENCE

### *FEASIBILITY STUDY, DESIGN AND IMPLEMENTATION PLAN OF THE CUREVIOLENCE INITIATIVE*

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#### **BACKGROUND**

CureViolence<sup>1</sup> was developed by and is a project of the Chicago Project for Violence Prevention (CPVP), which operates under the University of Illinois. It is a scientifically proven<sup>2</sup>, cost-effective<sup>3</sup>, public health approach that anticipates and interrupts transmission of risk events and changes the social norms and behaviors that perpetuate violence. CureViolence, which employs a public health approach, works to interrupt the cycle of violence and to change norms about behavior. This is achieved through its five core components: (i) street outreach to at risk youth, (ii) public education, (iii) faith leader involvement, (iv) community mobilization and (v) collaboration with law enforcement. The CureViolence approach to stopping the spread of violence focuses directly on those persons or groups who are at the highest risk for initiating violence or being a victim of it. Highest risk participants are defined as individuals who meet specific multiple criteria based on age, involvement in groups, engagement in activity associated with violence, and being a recent victim or close to a recent victim of violence that are derived from research and local data. CureViolence's participants are usually beyond the reach of conventional services.<sup>4</sup>

As the program originator, designer, and methodology owner, as well as implementer in Chicago, CPVP is the sole agency providing technical assistance to communities to develop the program. Over the past fifteen years, it has provided support to the development of program replications in the United States, Trinidad and Tobago, and Iraq. For this reason, the Inter-American Development Bank is seeking to engage CPVP through sole source selection to provide technical assistance to conduct a feasibility study of CureViolence implementation in Barranquilla, Colombia.

#### **GENERAL OBJECTIVES**

The overall objective of this assignment is to complete an objective assessment of the feasibility of implementing the CureViolence program in Barranquilla, Colombia and to identify next steps for the implementation of the program in that city.

#### **SCOPE OF WORK**

Under this consultancy, the Chicago Project for Violence Prevention will be required to undertake the following activities:

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<sup>1</sup> In September 2012, the CeaseFire program was re-named CureViolence.

<sup>2</sup> An extensive, independent three-year evaluation scientifically validated CeaseFire's success in Chicago in reducing shootings and killings by 41% to 73% and demonstrated a 100% success rate in reducing retaliatory killings in five of the eight communities examined.

<sup>3</sup> The cost savings to the City of Baltimore during the Ceasefire evaluation period were estimated to be US\$5.1 million. (April 27<sup>th</sup> Congressional Briefing on Youth Violence. Baltimore Public Health Department, Washington DC 2012). It is expected that, in addition to reducing the number of violent incidents, implementation of the CeaseFire program in Trinidad and Tobago can potentially lead to savings for the respective governments because of less money spent on hospitalizations from gunshot wounds, police investigations, and incarceration.

<sup>4</sup> For further information and evaluation findings see <http://www.crimesolutions.gov/ProgramDetails.aspx?ID=205> and <http://ceasefirechicago.org/data-research>.

1. Identify the contextual issues in Barranquilla, Colombia that may influence the effectiveness of the program. A detailed analysis of findings, including a risk assessment matrix, is to be provided in a reader-friendly format.
2. Through discussions with key stakeholders, identify and document capacity gaps among implementing agencies to inform a capacity building strategy for the program's implementation in Barranquilla.
3. Provide and justify a recommended implementation plan for the CureViolence program in Barranquilla. This option should be articulated as a **detailed implementation plan** that takes the following into consideration:
  - (a) Program governance,
  - (b) Program accountability,
  - (c) Roles and responsibilities of stakeholders,
  - (d) Timeframes,
  - (e) Financial and Human Resources, and
  - (f) Linkage to other local programmes and agencies and other community-based services.
4. Identify the approximate costs of a locally adapted version of the CureViolence program.
5. Provide intensive training program and technical assistance to local authorities in Barranquilla and other stakeholders involved in the implementation of the Cure Violence Program. Taking into account:
  - (a) Site visit
  - (b) Training courses
  - (c) Refresher sessions
  - (d) Technical assistance to ensure program fidelity

## **METHODOLOGY & LOGISTICS**

CPVP should employ desk reviews (national policy documents, select project documents, statistical documents and other available studies); stakeholder meetings (including government agencies, UN Agencies (UNICEF, ECLAC, UNFPA *inter alia*), the municipal and national agencies running local police and prison services, civil society organizations, NGOs and private sector representatives, bilateral donors, and members from residents/stakeholders from beneficiary communities); teleconferencing; site visits; and interviews with key informants to carry out the feasibility assessment. Field/project sites will also be organised in coordination with the Inter-American Development Bank.

## **TIMELINES**

The duration of the contract is two (2) years commencing from the signing of the contract.

## **REPORTING ARRANGEMENTS**

CPVP will report to the Institutional Capacity of the State division of the Inter-American Development Bank.

## **DELIVERABLES:**

1. Inception Report which describes the conceptual framework for the assignment, data collection methods and instruments and 3-month work plan;
2. Detailed Analytical Report that outlines the findings of the feasibility study, capacity and risk assessment;
3. Detailed Programme Proposal including rationale, methodology, log frame, implementation plan and budget;
4. Presentation of Findings to group of key stakeholders (including governmental and non-governmental agencies)

**a) TECHNICAL PROFILE OF SELECTED CONSULTING FIRM**

Over the past 15 years, the Chicago Project for Violence Prevention (CPVP) has developed a proven-track record for providing training and technical assistance throughout the United States and Iraq to plan, implement, evaluate and monitor the CureViolence intervention to reduce shootings and killings. CureViolence ensures fidelity to the model in Chicago and other communities by providing technical assistance, intensive training, program monitoring, support, and evaluation. CureViolence has developed a 40-hour domestic curriculum to implement the model with input from community partners that can be adapted to diverse cultural contexts. Outreach workers, violence interrupters, and conflict mediators benefit substantially from practical hands-on training that emphasizes the knowledge and skills needed to be successful at reducing violence, while also preparing them for other service positions in the future.

Currently, CureViolence is coordinating operations in Chicago and 12 additional cities (including Baltimore Maryland, Kansas City, Missouri, Phoenix Arizona, and 11 sites in New York State). Another 12 cities are in the pipeline for development. In 2008, in partnership with the American Islamic Congress (AIC), the CureViolence model was adapted for an international context for the first time. Since January 2009, conflict mediators have intervened in 112 violent incidents and prevented escalation (killing) in 105 of those cases. An official report written by the U.S. Department of Foreign Relations recommended expanding the CureViolence program to “all of Iraq’s major cities and look for ways to expand these concepts into school curricula, media outreach and public diplomacy programs.”

As it does for implementation in the United States, CeaseFire aims to orient itself as a centralized coordinating and guiding body to provide leadership, strategy, training and technical assistance. Insights gleaned from the cross-cultural application of the CeaseFire model have been shared with numerous international audiences. CeaseFire staff has participated in meetings with representatives from the World Health Organization, UNICEF, the Inter-American Development Bank, the World Bank, prospective partners and various government officials. Twenty countries, including Trinidad and Tobago, Brazil, Guatemala, El Salvador and South Africa have either visited Chicago-based demonstration sites or hosted CureViolence staff.

Their technical knowledge and substantive experience, therefore qualifies CPVP to develop strategies to work with the highest risk populations – individuals who are most likely to shoot or be shot. Profiles of consulting team attached at Annex 1.

**PAYMENTS**

|  |     |
|--|-----|
| An initial advance payment will be made upon submission and approval of inception report and work-plan | 25% |
| Subsequent payments will be paid upon submission and acceptance of draft                               | 45% |

|  |     |
|--|-----|
| deliverables ( See “G”- items 2 &3 above) <ul style="list-style-type: none"> <li>- Draft Analytical Report</li> <li>- Draft Program Proposal</li> </ul>  |     |
| Final payment will be made upon IDB’s satisfaction with the (i) completion and delivery of the final Analytical Report and Program Proposal and (ii) presentation of findings to key stakeholders. | 30% |

ANNEX 1

### PROFILE- CEASEFIRE CONSULTING TEAM

Overall responsibility for the CeaseFire Center rests with its founder **Dr. Gary Slutkin**, a physician trained in public health and epidemics. In 1995 he founded the Chicago Project and CeaseFire program with a goal of reversing violence in the Chicago area. Dr. Slutkin has more than 20 years’ experience in developing and guiding technical assistance efforts for serious public health problems and behavioral epidemics, and has worked at city, national, and international levels. Previously, Dr. Slutkin worked for the World Health Organization to assist in an accelerated effort to apply strategic public health approaches to the global AIDS epidemic. From 1987 to 1990, he was assigned responsibility for the start-up and support of the country level AIDS programs of the thirteen countries of Central and East Africa. The results of the Uganda program were reported in the New York Times as a 40-60% reduction in new HIV infections and a “reversal in the epidemic” in that country. In 1990, Dr. Slutkin was assigned to the Chief of Interventions and Prevention. Teams under his direction had responsibility for determining what works, and providing guidance to countries in Asia and Latin America as to how to apply these interventions. He was also responsible for developing the evaluation methods for measuring results, which are now used in over seventy countries.

**Candice M. Kane**, Ph.D., J.D., is the Chief Operating Officer. Her responsibilities with CeaseFire include day-to-day oversight and all program activities. Dr. Kane was one of the authors of the OJJDP Comprehensive Gang Model and provided training and technical assistance in over 30 cities, collaborating with numerous anti-gang initiatives. Dr. Kane came to the Project after serving in program and policy positions with the State of Illinois, where she was director of the Illinois Criminal Justice Information Authority for more than seven years. She is known nationally for her contributions, while affiliated with the University of Chicago and Dr. Irving Spengel, to the Office of Juvenile Delinquency’s Comprehensive Gang Model; as part of her work on the model, which seeks to hold the most violent gang-involved youth accountable for their actions while providing them opportunities to change their lives, Dr. Kane provided technical assistance to 18 sites throughout the country that were funded to implement it. She holds a PhD from Northwestern University and a law degree from Northern Illinois University.

**Elena Quintana**, PhD, is the Director of Evaluation. Dr. Quintana plays a lead role in creating and conducting surveys, directing evaluation operations including analyses, and often acts as the team’s community liaison. Additionally, Dr. Quintana has taken an active role in evaluating and enhancing training for Project staff members, including outreach workers. She earned her doctorate degree in Clinical and Community Psychology at DePaul University.

**Brent Decker** (CeaseFire Project Coordinator) provides international training and technical assistance in the CeaseFire model. In 2008, in conjunction with the American Islamic Congress,



Mr. Decker was instrumental in adapting the CeaseFire model to the cultural-context of war ravaged Iraq. Since, he has provided three on-site trainings for conflict field workers representing the dominate tribes in the area and has provided monitoring and documentation to ensure the program is kept on track. Mr. Decker has been on the CeaseFire staff since 2002, where he has worked with Illinois-based community partners, as well as providing national training and support for CeaseFire's Baltimore-based replication. Mr. Decker holds an MPH in international public health development and an MSW from Tulane University. Prior to joining the CeaseFire staff, Mr. Decker worked on a diverse range of international projects throughout Central and South America including Honduras, Ecuador, Cuba, Mexico, Bolivia, Peru and Guatemala. His professional career includes sanitation and disease prevention, community water, and treatment programs for substance abuse and post-traumatic stress disorders. His commitment to violence reduction began at the age of 10, when he accompanied his family on a fact-finding mission during the Guatemalan civil war in 1980s for the Solidarity Network. This experience not only established lifelong family connections, but an ingrained sense of social justice having been exposed firsthand to communities decimated by war.