

# The BILL BROOKMAN FOUNDATION

Model of Delivery General CDLP jun06 revised may07

<u>Synopsis, text and appendix</u> for : <b>General Model of Delivery to implement Caravane de la Paix</b>	
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Date :	4 May 2007	Principal recipient :	DDR

## Synopsis

### Background and Justification

The United Nations has conferred on MINUSTAH the mandate of a series of programmes of disarmament, demobilisation and reinsertion aimed at armed groups and associated women and children of these groups, in addition to initiate measures of control of arms and public security.

### Goals

Re-establish peace and reconstruct society in Haiti.

Bring about a change in the mentality whereby the utilisation of violence and arms is not an option.

### Objectives

Support the disarmament of armed group and associates

Sensitize armed groups and their associates to disarmament

Create opportunities where arms may be surrendered

Support small arms control initiatives

Change the mindset whereby violence and armaments are no longer considered acceptable

### Strategy

- Confirm identity of the **Target Groups** with priorities for intervention
- Recognize realistic areas of operation
- Develop a large body of persuasive **Techniques** (mostly arts based)
- Recognize which **Techniques** should be used to maximum desired outcomes
- Initiate multi-agency devising of **Tour Schedule**
- Initiate events with clearly defined **Target Groups**, techniques used and desired outcomes
  - Street/Armed gangs
  - Younger gang members
  - Potential gang members
  - Girls
  - Women
  - Reassure community
- Modify **Tour Schedule** to respond to potential success with high-priority **Target Groups**
- Mechanism where **Information** can influence desired outcomes
- Use a system of analysis directly relevant to the programme to help measure success
- Next phase of *Caravane* – a more community-based approach. (Subsequently developed with CPVDs Committees against Violence and for the Development programme)

### Timeframe<sup>1</sup> -

- ❖ Present – December 2006: Primary targets of street gangs, “at risk” boys, girls’ empowerment, at-risk communities
- ❖ December 2006 – December 2007: The wider community
- ❖ December 2007 - : To be set.

<sup>1</sup> This timeframe was set in mid 2006

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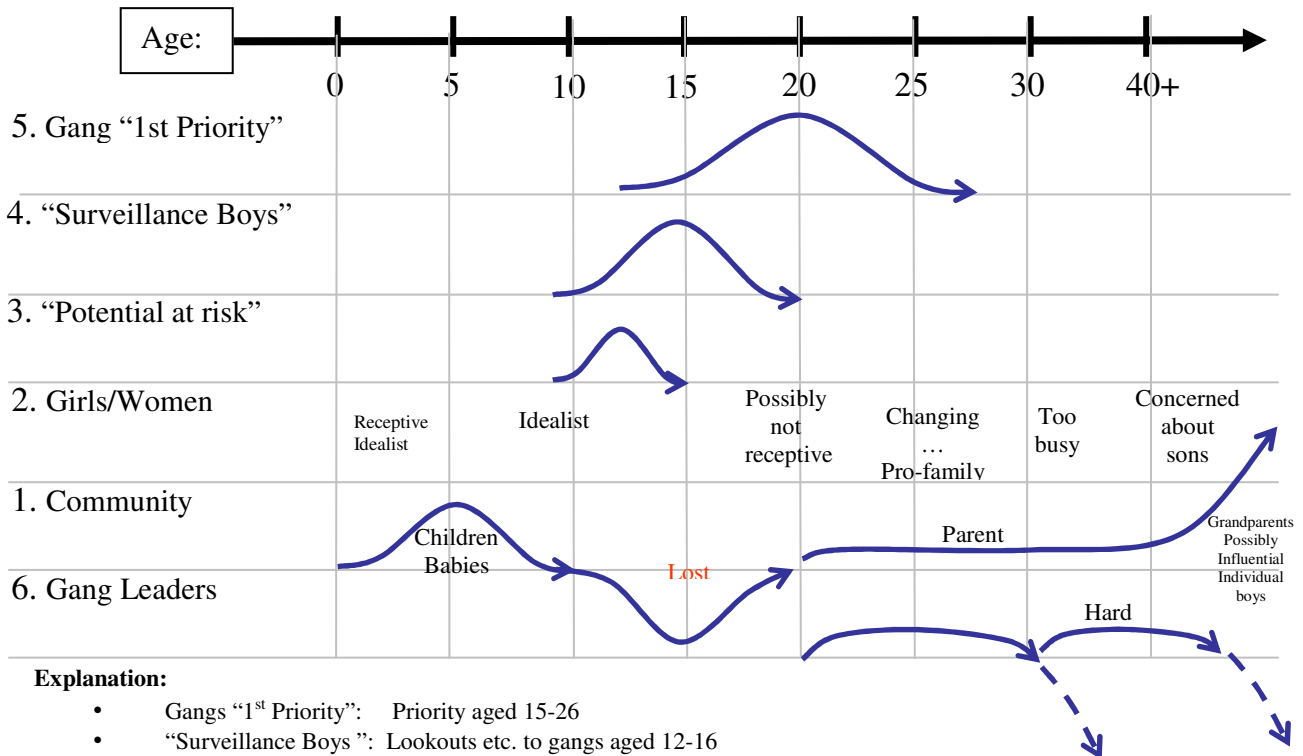
# General Model of Delivery to implement the Caravane De La Paix

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The “Target Groups” – Who they are

**TARGET GROUPS - In order of priority**

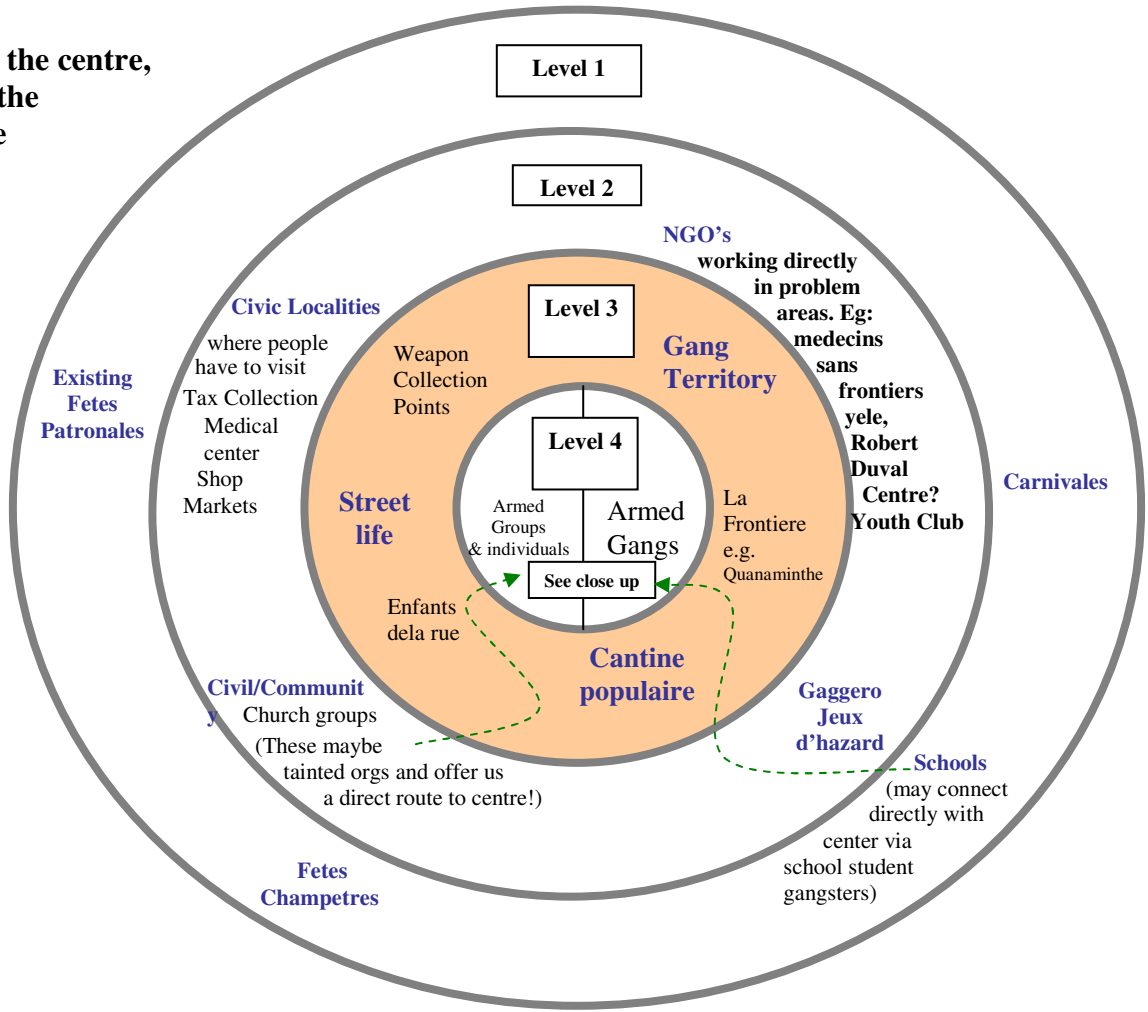


**Explanation:**

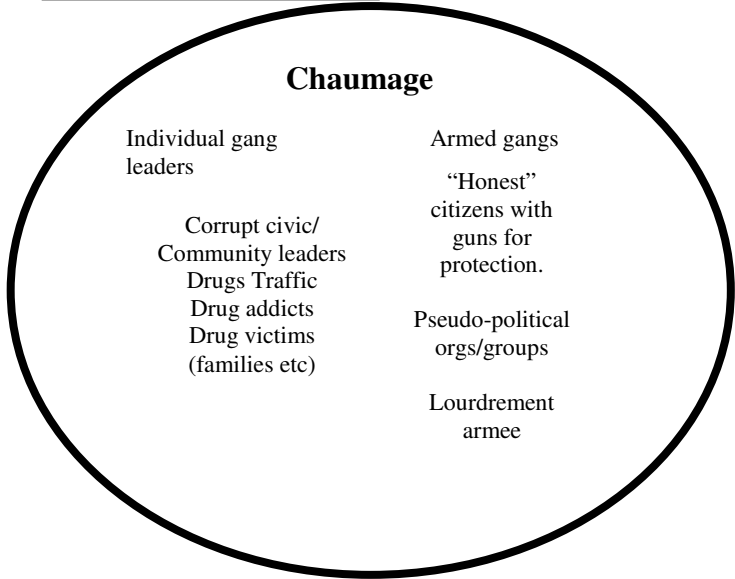
- Gangs "1<sup>st</sup> Priority": Priority aged 15-26
- "Surveillance Boys": Lookouts etc. to gangs aged 12-16
- "Potential at risk": Younger brother waiting for their chance 8-13
- Females: Have changing preoccupations we can turn to advantage
- Community: Young families & Senior citizens who can influence our target groups
- Gang Leaders: Lock-em up!

Levels of “Arenas” – Where Target Groups can be found

The closer to the centre,  
the closer to the  
guns/violence  
perpetrators



Close-up of Level 4:



## Explanation of “Arenas”

### Level 1: Low potential effectiveness

Arenas in Level 1 may only indirectly contribute to effectiveness of desired outcomes:

- Carnivales
- Schools (may connect to Level 4 by having gang members at school – analysis supports this.)
- Fetes Champetres
- Existing Fetes

### Level 2: Medium potential for effectiveness:

- Gaggiero (sic)?
- Jeux d’Hazard?
- Civic locales that all people have to visit at some point:
  - Medical Centre
  - Pick up from school
  - Tax/registration office
  - Shops
  - Markets

- Existing Organisations
  - Civil/
  - Community/
  - Religious/
  - Political

(may be “front” organisations and connect directly with target groups)

- Other organisations organising events
- Oxfam and others.

### Level 3: “Street Level”

This is the target level because it is achievable

- Other centres already well-placed for tie-ins
  - Other NGOs
  - Cantines Populaire
  - Weapons Collection Points
  - Others...

- Street Life
  - Enfants de la rue
  - Gang “turf” (during the day?)
  - Festivals

### Level 4 “Gang Level”

This level will need to be approached from Level 3 or by via other organisations or structures.

- People:
  - Armed Gangs
  - Gang Leaders
  - Gang Followers
  - Gang families
  - “Honest citizens with guns for protection
  - Corrupt and/or misguided civic/community leaders
- Motivation
  - Chaumage
  - Drug trade
  - Crime
  - Cycle of despair
  - Lourdement armée

Construction of the Tour Schedule – *How it is decided*

POSSIBILITIES	SOURCE OF DATA	COLLATION OF DATA	SCHEDULE GOES TO:
Security initiatives	DDR to collate. (Caravane may express opinions)	Monthly Meeting of Manager and Tour Manager & DDR from which Manager draws up Tour Schedule and informs:	DDR – <i>who exactly??</i> DDR to inform: Security, UNPOL, HNP(?) Local committees. (PIO?) Manager also informs: PIO Equipes Venues Hosts Website UK
Policies and initiatives and campaigns desired by: Local/National/International MINUSTAH/DDR/PNUD/PIO/UNPOL			
Overlooked areas, intuition	DDR/Caravane		
Logistics (building a realistic travel plan)	Tour Manager		
Follow-ups	Caravane > Manager		
Existing events, Festivals, NGO initiatives	Organiser may tell Caravane/Manager. Caravane/Manager may approach organisers to take part		

See also: [Deconstructing the Tour](#)

## RBB “Results Based Budgeting” in the evaluation process

It is the intention to introduce RBB evaluation to the *caravane* project. This is not possible to organise at present because of time constraints. However elements of the RBB model are being built in at foundation level in the expectation that RBB can be fully initiated later.

How it works.

The target groups (Gangs, Reconnaissance boys etc) are given a rating from 1 – 7. “6” (gang bosses) being the most important and thus the highest “score”.

“Arenas” where the *caravane* operates will be given similar ratings of 4 – 1. “4” being actually within the sphere of criminal activity, “1” being the ordinary peace-abiding community.

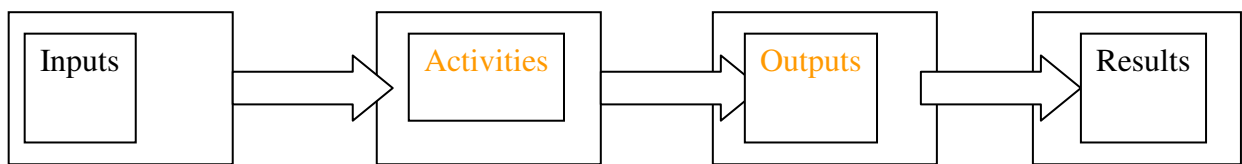
“Quantity” is the term used to describe the numbers at an event from “below 10 participants” receiving a rating of .5, to “around 10,000+ in audience” receiving a score of “20”.

“Quality” is the term used to describe the mostly subjective opinions of stakeholders as to the effectiveness of the event with objective measures if possible.

So a “trailblazer” program in a gang turf area attracting 20 at risk boys who seemed reasonably well sensitized by the vent would receive the following score:

Group:	3
Arena:	3
Quantity:	2
Quality:	+ 4
<u>Score:</u>	<u>12</u>

This will give us an ability to collect and to some degree analyse and collate data from the “Activities” and “Outputs” stages of the RBB model:



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## Performance Elements – Techniques at our disposal

### Synopsis:

“Classic Programme”

Sound – Pre-recorded

Live Music

Aerialiste

Fire

Haïtian Traditional Art Forms

Circus

**General Model of Delivery to implement Caravane de la Paix**

Slideshows  
Instant Photos on Screen  
Discussion  
Chamber of Horrors  
Pre-Publicity  
Present Publicity  
TV/Media Coverage  
Post-Publicity

The Performance Elements in more detail

“Classic Programme”

This is the programme developed in Sierra Leone. It comprises 4 comedy sketches to engage the public can stimulate discussion. There is a teacher’s pack for following up on the issues raised.

The elements are:

The Honker sketch: A “honker gun” is shown to be dangerous shooting members of the public and eventually the performer. Justification: Guns are dangerous even to the owners

The Balloon Gun: The performer makes a balloon gun and attempts to dispose of it but it explodes: Justification; You cannot dispose of arms yourself safely, they must be surrendered.

Juggling Hand Grenades: The performer shows off with juggling but blows himself up: Justification: Weapons lead to showing off and accidents.

the Saucepan Sketch: Two boys are encouraged by their peers to hit each other on the head.

Justification: Weapons in the community actually contributes to the violence level.

(Not always performed so that it can be held back as a “treat”.) Fire eating. Justification: Only those trained in arms (army, police etc.) should possess them.

Sound – Pre-recorded

Overture Music  
Background Music  
Playout Music  
“Bring Your Own Tapes & CDs!”  
Karaoke  
Rapping  
Equipes sing/dance to known routines  
DJ  
Local, spontaneous  
Guest DJ  
Dance

Live Music

Tambours  
We play  
The Play  
Community dance/sing/party  
Local Bands – chaotic!  
Tour with bands  
Local  
National  
Tie-in with Yéle  
Comcel

**General Model of Delivery to implement Caravane de la Paix**

Aerialiste

Pure spectacle  
“Harangue” audience  
With Fire  
Comedy

Fire

Pure spectacle  
“Harangue” audience  
With Fire  
Comedy

Haïtian Traditional Art Forms

Music  
Dance  
Theatre  
Comedey  
Voodau  
Paint  
Chalk Boards  
Chalk Murals  
Paint Murals  
Paint Paper Banners/Flags  
Paint Banderoles (paper?)  
Painted display boards (Daniel’s photo montage ideas)

Circus

Local style  
European Style

Slideshows

For Children  
For Teenage Boys  
For Primary Target Group  
For Communities  
For Girls  
For Women

Instant Photos on Screen

At present we do not intend to have technology for this but it is a great way of breaking down barriers

Discussion

Introduction  
By Local person  
By Child  
By Peer  
By sensibilizeur  
Talk  
Talk with questions  
Talk with slides

**General Model of Delivery to implement Caravane de la Paix**

Talk with props

Talk as response to sketches

Provocation

E.G. Girls challenge boys

Boys respond to girls' challenge

*Augusto Boal* theatre games

Rapporteur (-trice) techniques:

Confide

Share

Provoke

Withdraw

Deal

close

Chamber of Horrors

Flip-book (– or slideshow) of gruesome photos to  
how selected boys

Pre-Publicity

*Affiches Folklorique* with time and place.

Teachers info packs

Banderole?

Present Publicity

Photo/montages in encapsulation – or paintings

Banderoles

Flags

Children's art

Post-Publicity

*Affiche "NON!"*

Bracelets

Badges?

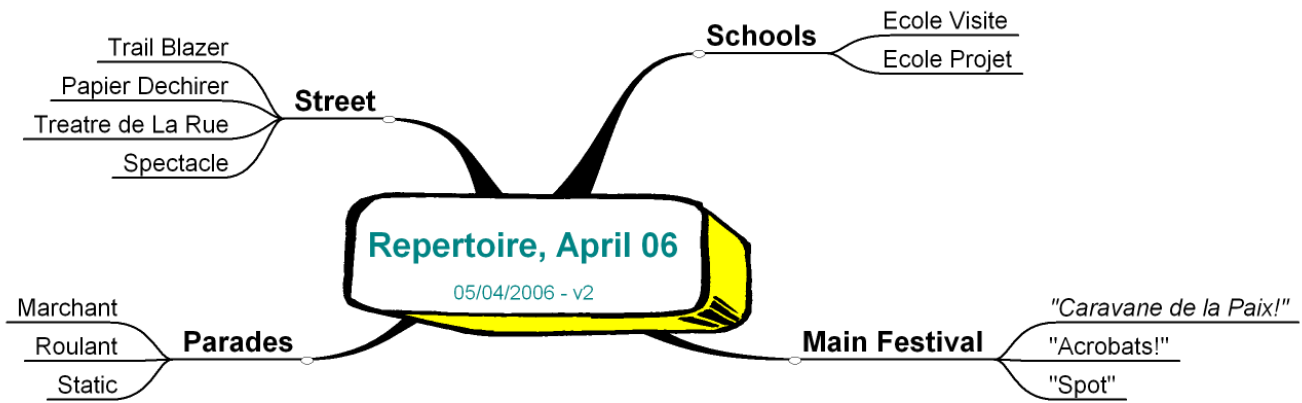
Teachers follow up notes

Organiser follow up notes

Evaluation form

General Model of Delivery to implement Caravane de la Paix

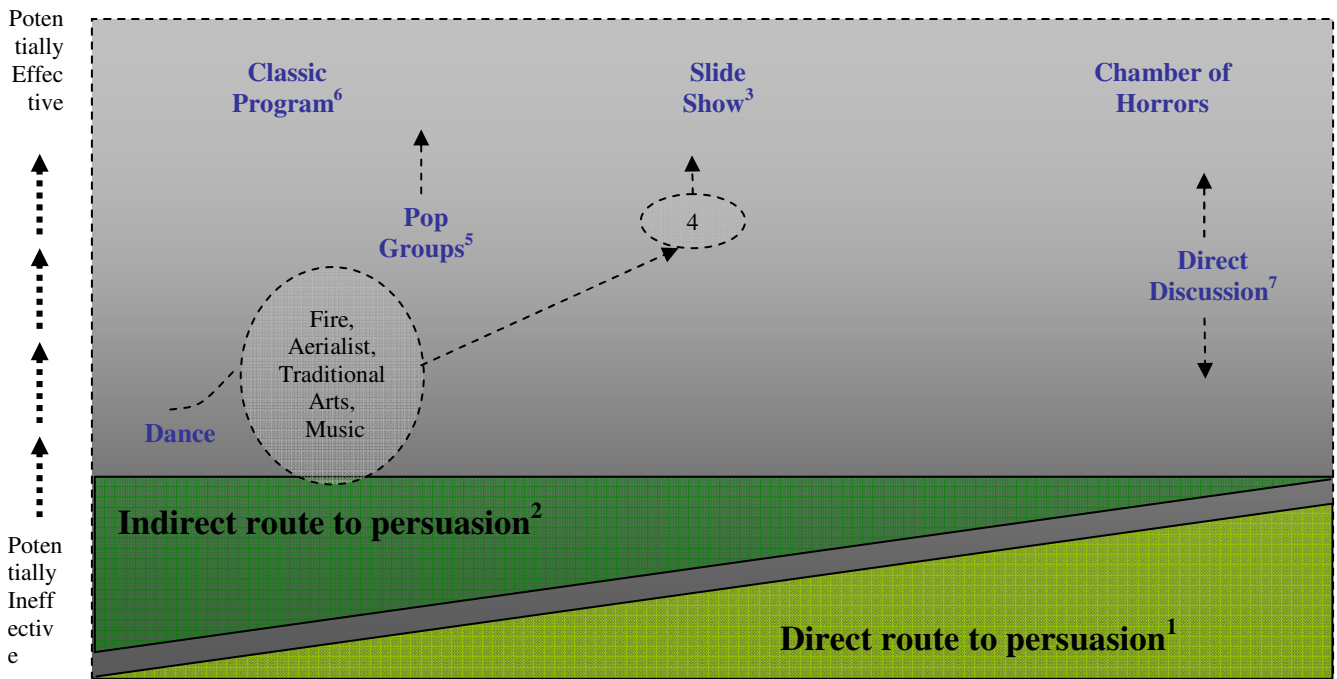
TV Media  
coverage



See Graph "Violence as Dramaturgy"

The Matrix of Persuasion

MATRIX DE PERSUASION



- Notes:
1. Example: a politician explaining a piece of government policy
  2. Example: a politician kissing babies to persuade you to vote for him.
  3. Slide show is to persuade using both direct and indirect routes.
  4. Pure arts forms become more effective with careful direction/construction.
  5. Pop groups have potential to be effective.
  6. Classic Programme is carefully crafted to be persuasive
  7. Direct discussion maybe persuasive if applicant right situation.

## Primary Target 1: Street/Armed Gangs “Trailblazer programme”<sup>1</sup>

### Arena:

Parks, rough space, Cantine Populaire, other event, gang “turf”???

### Pre-event:

Site visit

Posters

Careful analysis

Risk-assessment

Inter-agency cooperation/liaison

Exit strategy

TIME	EVENT	RATIONALE
6.00	Arrive, not much happens. Set up noticeably	Let them get used to our presence. Not make people nervous through unfamiliarity
6.45	Music Sit around like Equipe does not really want to do stuff Juggle occasionally	Don't match expectations by under-performing. Build curiosity Build begrudging anticipation
7.00	Light some fire	Appeal
	They want to have a go	They want something - we can deal
	We reservedly agree but let it be known we are really here to deal for arms	We get the upper-hand – seller's market – we have the fire. (But they have seller's market – they have the guns)
	Let them try fire	Build trust, friendship. Match expectations A crowd will form
	If big ones push younger ones away allow this	Older ones are “Primary Target Group”
7.30	Crank up sound level, energy level. Aerialist suddenly performs.	Exceed expectations. Re-Establish/Assert control. Gain credibility Shock and Awe (!) Break down patterns of behaviour in audience
7.45/50	Slide Show - ??? Road test – see if appropriate	Educate, inform, offer outcomes
8.00	Loud dance music Krayola T-Vice Zebglen Nu Look, “Rapporteur -trice” goes to work	Give confidence back to crowd and feeling of possession of event by familiarity with music. Girls will dance to soften machismo “arena” Focuses, directs, moves toward primary desired out-comes (Arms collection, violence reduction, displacement of gang life-choices).
8.15	Primary Target group has chance to do more fire	Keep this group from moving off, to allow rapporteur -trice to work
8.30	Massive poster revealed “NON!”	Declare our POV
	Stick “NON!” posters up (?) may be ripped down – in which case don't!	“Convert” the arena
	Give bracelets out	Chance for chats “Do a deal” to ‘pay’ for arena
	Rapporteur (-trice) makes play for follow up	Reassertion of CDLP primary goal(s)
9.00	Pack up. All help except Rapporteur (-trice) unless trouble brewing	Necessity
9.30	Leave space Stop a little way away for notes	Avoid trouble Data gathering and Evaluation whilst still fresh

<sup>1</sup> Caravane de la Paix has always offered the possibility of actually collecting arms. This option has not been taken up by DDR.

## General Model of Delivery to implement Caravane de la Paix

Secondary Target: “Surveillance Boys”

(younger than full gang-members)

Arena: Parks, rough space, Cantine Populaire, other event, gang “turf”???

Pre-event: Site visit, Posters, Careful analysis, Risk-assessment, Inter-agency cooperation/liaison, Exit strategy

TIME	EVENT	RATIONALE
6.00	Arrive, not much happens. Set up noticeably	Let them get used to our presence. Not make people nervous through unfamiliarity
6.30	Music Sit around like Equipe does not really want to do stuff Juggle occasionally	Can start out “pitch” earlier as these younger boys will be easier to entice. Don’t match expectations by under-performing. Build curiosity Build begrudging anticipation
6.45	Light some fire	Appeal
	They want to have a go	They want something - we can deal
	We reservedly agree but let it be known we are really here to deal for arms	We get the upper-hand – seller’s market – we have the fire. (But they have seller’s market – they have the guns)
	Let them try fire	Build trust, friendship. Match expectations A crowd will form
	If big ones push younger ones away Team Leader must make decision (with whom?) to resist this to allow work to continue with younger boys or to change programme to allow opportunity to focus on the Primary Target Group	Older ones are “Primary Target Group” – those we perhaps must concentrate on. But younger ones are the ones we may be better able to reach.
7.15	Crank up sound level, energy level. Aerialist suddenly performs.	Exceed expectations. Re-Establish/Assert control. Gain credibility Shock and Awe (!) Break down patterns of behaviour in audience
7.30	Slide Show	Educate, inform, offer outcomes May drive older ones away allowing Equipe to concentrate on younger ones.
7.45	Loud dance music Krayola T-Vice Zebglen	Give confidence back to crowd and feeling of possession of event by familiarity with music. Girls will dance to soften machismo “arena”
	“Rapporteur (-trice)” goes to work. Chamber of Horrors booklet	Focuses, directs, moves toward primary desired out-comes (Arms collection, violence reduction, displacement of gang life-choices).
8.00	Secondary Target Group has chance to do more fire	Keep this group from moving off, to allow rapporteur (-trice) to work
8.15	Massive poster revealed “NON!”	Declare our POV
	Stick “NON!” posters up (?) may be ripped down – in which case don’t!	“Convert” the arena
	Give bracelets out	Chance for chats “Do a deal” to ‘pay’ for arena
	Rapporteur (-trice) makes play for follow up- if deemed worth trouble for non-Primary Group	Reassertion of CDLP primary goal(s)
8.45	Pack up. All help except Rapporteur (-trice) unless trouble brewing	Necessity
9.15	Leave space Stop a little way away for notes	Avoid trouble Data gathering and Evaluation whilst still fresh

## Targets 3,4,5: “Potential at risk boys” (wanting to join the “big boys”), Girls, Community

School within problem area. Note: if boys are not attending school then either give them variation of “Surveillance Boy’s” program or use already functioning NGO/Church/Drop-in Centre

### Pre-event:

Establish which type of guns should be sought in area. Site visit with written programme for head teacher

Affiches Folklorique, Paper Banderole to colour, bunting blanks, poster blanks, Drawing materials and paints if school too poor.

PRE-EVENT TIMING	ACTION	RATIONALE
30/45 minutes	Idea explained to school principal. (Including role of Rapporteur (-trice))	
	Ask for any gossip on arms	To reaffirm DDR Information on what to ask for
	Ask what the school needs from available choices of development.	
	Leave:	
	<i>Affice Folklorique for each class and couple for corridors</i>	
	Paper fill-in <i>banderolle</i>	
	Girls’ fill-in flags	
	Boy’s fill-in flags	
	Art Materials if deemed necc.	

Manager to reaffirm with PIO press attendance.

Leader to convey *Information* to Manager to DDR

Day 1

TIME Total time required: 2hr 30	EVENT	RATIONALE
30 mins	Arrive set-up, reaffirm schedule	
40 mins	Hand out Teachers’ Notes “Classic Show”	
	Rapporteur (-trice) on roving brief, watching for “Smirkers” from the back.	May find opening to negotiate with Primary Target Group
15 mins	Break?	
45 mins	Meet with Target Group/school girls and boys Ask which bits of the show they liked best and why Reflect on arms issues and that we are going to do something about it.	
	Introduce the idea of a Toy Gun Amnesty. ¾ of total	

**General Model of Delivery to implement Caravane de la Paix**

	number of boys is the number of toys we want collected. (3/4 assumes that some boys are ‘already sensible’. If the Target Group/school manages it we will come back and do a fire-show for entire school!	
	Tell them that if the target is reached within one week (we can secretly agree to extend this period if needed) then the girls will get their own special treat!	Boys will be outraged. Girls will be jubilant. Set up rivalry.
	Negotiate with group that:	Boys and girls will listen with attention
	The girls have achieved their goal because they are already “arms free”. Therefore already deserve show.	Setting up idea of unforeseen consequences of situations “beyond immediate control”
	Boys need to get real. If they didn’t have guns they could have had a show for them –	Relationship between action and consequence
	and anyway they will get a fire-show.	Boys should still be miffed.
	Explain to the girls it is up to them to get the guns in otherwise no-one will get anything!	Sew idea in girls of empowerment.
	Introduce idea that if a parent or adult brings a real gun in to school it won’t be just a fire show it will be a complete circus! - With fire! – (at night for whole community???)	Get guns. Investigate which guns are in area to know what to ask for. (Specific? AK 47? Haitian – use DDR Information!) Involve community. Instigate concept that mutual child/adult/girl/boy interdependence to produce result. Diffuse rivalry, supplant it with need for cooperation
	Tell them that if the adults can supply more than one gun then school will get equipment/development/books.	(Need already identified during site visit)
20 mins	Meet head Check plan Check or re-affirm return date	

Manager checks school for progress:  
DDR/PIO decide level of media coverage

Target reached within 1 week	Girls to get treat	
Target Reached	School Get s Fire-Show (Daytime)	
1 real gun handed in	Community gets Circus and Fireshow	Need all three Equipes!
More than one gun	School get development as well	

Further Action: Consider returning for local Carnival or similar.

“Potential à Risque Boys” (wanting to join the “big boys”) and associated Girls

Where repeat visits and consistency is not possible or non-high-risk school where sustained effort may not occur

General Model of Delivery to implement Caravane de la Paix

Arenas 1-4:

(immigrant, emigrant, transit, short stay hostel, hospital, not at school) School not within problem area.

Pre-event:

*In certain straightforward venues a pre-event meeting may not be necessary. Posters could be sent by courier, dropped off or posted? E-mail print-outs could be attached?*

PRE-EVENT TIMING	ACTION	RATIONALE
30/45 minutes	Idea explained to centre/school director/principal. Learn about venue	Seek possible ways that – if possible - problem venues <u>can</u> receive full schools package
	Ask for latest security situation.	To reaffirm that it truly is a low priority school. If not possible suggest full school programme.
	Leave:	
	<i>Affice Folklorique</i> for each class and couple for corridors	
	Paper fill-in <i>banderolle</i>	
	Girls' fill-in flags	
	Boy's fill-in flags	
	Art Materials if deemed necc.	

Manager to consider low/high priority PIO press attendance.

Leader to convey *Information* to Manager to DDR if urgent. Otherwise enter up in Livre d'Amenagement.

TIME	EVENT	RATIONALE
Total time required: 1hr 20		
30 mins	Arrive set-up, reaffirm schedule	
40 mins	Hand out Teachers' Notes	
	"Classic Show"	
10 mins	Meet head Check plan i.e. that it is low-priority school or that high -priority venue is indeed difficult to return to.	

## Taking the Caravane to a next level: Modifications to the Tour Schedule

We should not lose sight of our Primary Objectives and if a successful outcome becomes possible then the Caravane should, as policy, expect to revise the Tour Schedule to accommodate this.

For example during an event a Primary Group may have been persuaded that they would like to get involved further with the Caravane.

### A possible scenario:

The boys took to the idea of being aerialists, fire eating or developing the circus skills. (This happens a lot in the UK).

The Equipe could offer to return the next day to work with only them. (Of course they may not turn up! And the Tour Schedule would have to be modified if at all possible).

Ideally a hall/church/club/kindergarten is quickly located so that the Target Group can be isolated and a team spirit allowed to develop free of distractions.

Of vital importance is gauging how much of this should be part of a “deal”. If it is a deal for arms timing and approach would be critical. If it is that the boys hope to trade their time for an opportunity to go to the beach (or similar) then dealing would be less critical. A possible solution might be to get them to expect a culture that everything is “dealt” for: the circus workshops are for something quite easy. But a bigger project (say putting on their own event) might require them dealing for arms.

In a relaxed youth-club type atmosphere with CDs the Target Group should be encouraged to “hang out” and try the skills. Food and Drink could be bought.

If this Primary Group can be encouraged to trade for what is within our remit of Primary Goals (gaining arms, granting development funds, training etc) then these workshops should make a sufficient end in themselves. However it would be excellent to move the group from being “process orientated” – playing around with the circus skills – to becoming “goal orientated” - Putting on a show of their own.

Putting on a show will involve them making commitments into the future (albeit only for a few days) and gaining esteem through performing.

It is even possible that performing the show may reduce violence (albeit for a short time!) as explained in the Matrix of Dramaturgy (see below).

### From Event to arms delivery, an ideal time-line

At an Event the Equipes maybe having fun engaging the crowd. But the disenfranchised Primary Target Groups would be likely to inhabit the fringes of the activities. The Rapporteur (-trice) approaches this group and gains their confidence sympathetic to their point of view (he becomes the “good cop”). The Equipe will, by default become seen in the eyes of the target group as the “bad cop”.

Nevertheless by a combination of the appeal if the Caravane and the persuasion of the Rapporteur (-trice) the targets are persuaded to come back the next day. The Rapporteur (-trice) has hinted that this might be eventually stacked up as part of a deal. “You owe me. We’ll have to cancel tomorrow’s event in...”. He might demand a deal which is hardly a trade-off in the eyes of the targets: “If we come back tomorrow then you must agree to come to our beach-party...”

**General Model of Delivery to implement Caravane de la Paix**

Equipe returns next day for workshops. Targets have fun (hopefully) but Rapporteur (-trice) is still seeing activities in the light of a deal. Now Equipe become “good cop” Rapporteur (-trice) may become “bad cop”.

If the targets can be enthused about a big project – a band coming where they can fire-eat on-stage, say, then the Rapporteur (-trice) might make a pitch for weapons.

Targets will most likely refuse wanting to haggle best deal. Rapporteur (-trice) must try to keep price high but should have resources available to up the deal – for example ability to provide funds or development.

A critical point is reached where the concert might be cancelled if the targets do not comply with their part of the deal to surrender arms. God-willing they will.

**Data Collection**

After each event Leader will fill in “Livre d’Aménagement” folder with removable pages.

Events will be referred to by code. E.g. 20060712.32. Where 2006 = year, 07 = month, 12 = date, 1 = number of Equipe, 2 = afternoon. Equipe members will all have a number making identification of who said what when difficult if book is lost.

At the end of each event Leader will collate observations relevant for “Information Gathering” and – for brevity use the same book – for theatrical “Director’s Notes” and “Stage Manager’s report”. Top half of page for Directors and SM’s reports, bottom half of page for “Information Gathering”.

**Information Gathering Guidelines**

Equipe members have right to refuse to report Information, which they must declare. But if they agree then guidelines *may* be:

	NEED NOT REPORT (BUT COULD)	MAY REPORT		MUST REPORT	
EXTORTION	Threat of	Actual	With Menaces		Violence committed
ROBBERY	Know to steal		Specific robbery known		Robbery with violence
VIOLENCE	Known to be		Rumour of actual case		Accusation of murder
SEXUAL	Rumour		Victim shown likely behaviour	Allegation of but short of	Rape Incest
KIDNAPPING	Rumour of	Withholding information of		Took part in	Major player
ARMS	Condone	Possess	Bravado	Uses	Kills
DRUGS	Possession class B/C	Dealing Class B/C, Possession Class A	Addicted	Dealing Class A	Drug Baron
PEOPLE TRAFFICING					Victim/Prostitute clearly distressed

**General Model of Delivery to implement Caravane de la Paix**

Confidentiality – Worst Case Scenario

DDR must clarify if the Caravane's remit includes facilitating arrest of individuals and seizure (rather than donation) of weapons. And Caravane staff must be happy about this.

IT IS VITAL THAT THE PERCEPTION IS NOT ALLOWED TO SPREAD THAT THE CARAVANE IS A FRONT TO SPY ON GROUPS. CARAVANE MEMBERS COULD BE KILLED AS A RESULT.

Data Collation

At the end of three week tours the Livre d'Amenagement" Team Leader will point out any relevant items to Manager who will extract pages and deliver them to JMAC DDR representative (El Hadji Bara) with any special points or emphasis added.

(If Leader has felt information warrants then Leader may have telephoned in information in advance)

Bara may choose to seek clarification from Manager or directly from Leader/Equipe by phone/radio.

Bara analyses information makes recommendations and forwards it to DDR Chief and Dept Chief (Desmond Molloy and Daniel Ladouceur) who decide next course of action.

Matrixes of Dramaturgy

Violence can be interpreted a drama intended by the perpetrator(s) to draw "the audience's" or public's attention to perceived or real intolerances placed on the *perpetrator*. (There are, of course other reasons as well.) The perpetrator may attack a soft target (estranged father may kill his own children, RUF in Salone may amputate innocents, and Haitian gangs may attack each other because they consider themselves impotent against their real (perceived) enemy: Social Services, central government, fate, circumstance, poverty etc.

However the perpetrator is not initiating acts of outrage to challenge either the objects of cruelty (children, women etc) or the cause of his woes (the system, the government etc.) (although these will be the case at a different level.) In this interpretation the perpetrator is playing to the "audience" in a drama of his own making pointing out how he, an otherwise reasonable man (it usually is men) is driven to such acts of barbarity against innocents by the intolerable pressures of his oppressors.

Example 1 shows this matrix as it applies to a father holding his children hostage.

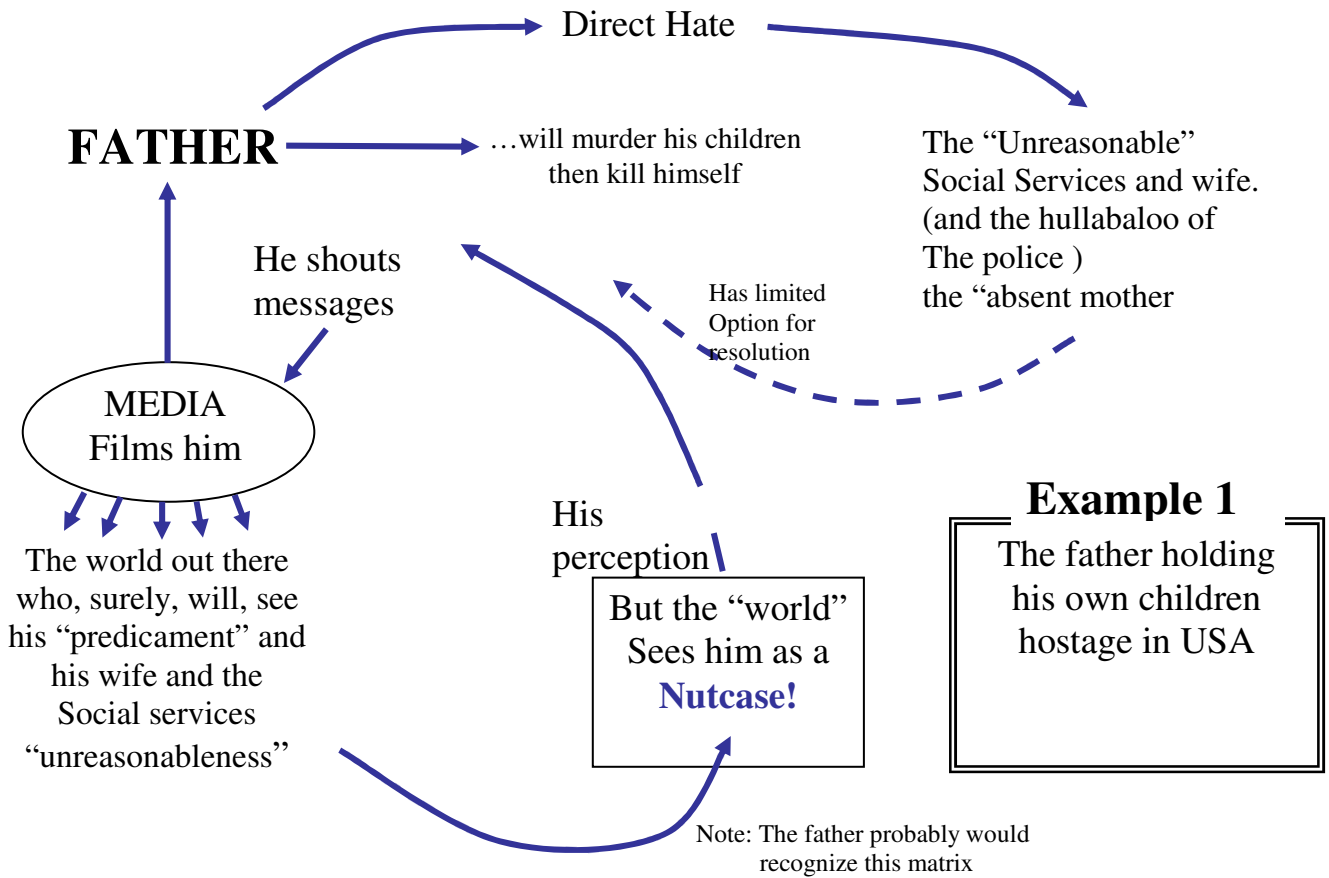
Example 2 shows the same applied to Sierra Leone.

Example 3 interprets the matrix vis-a-vis Goupes Armée in Haiti

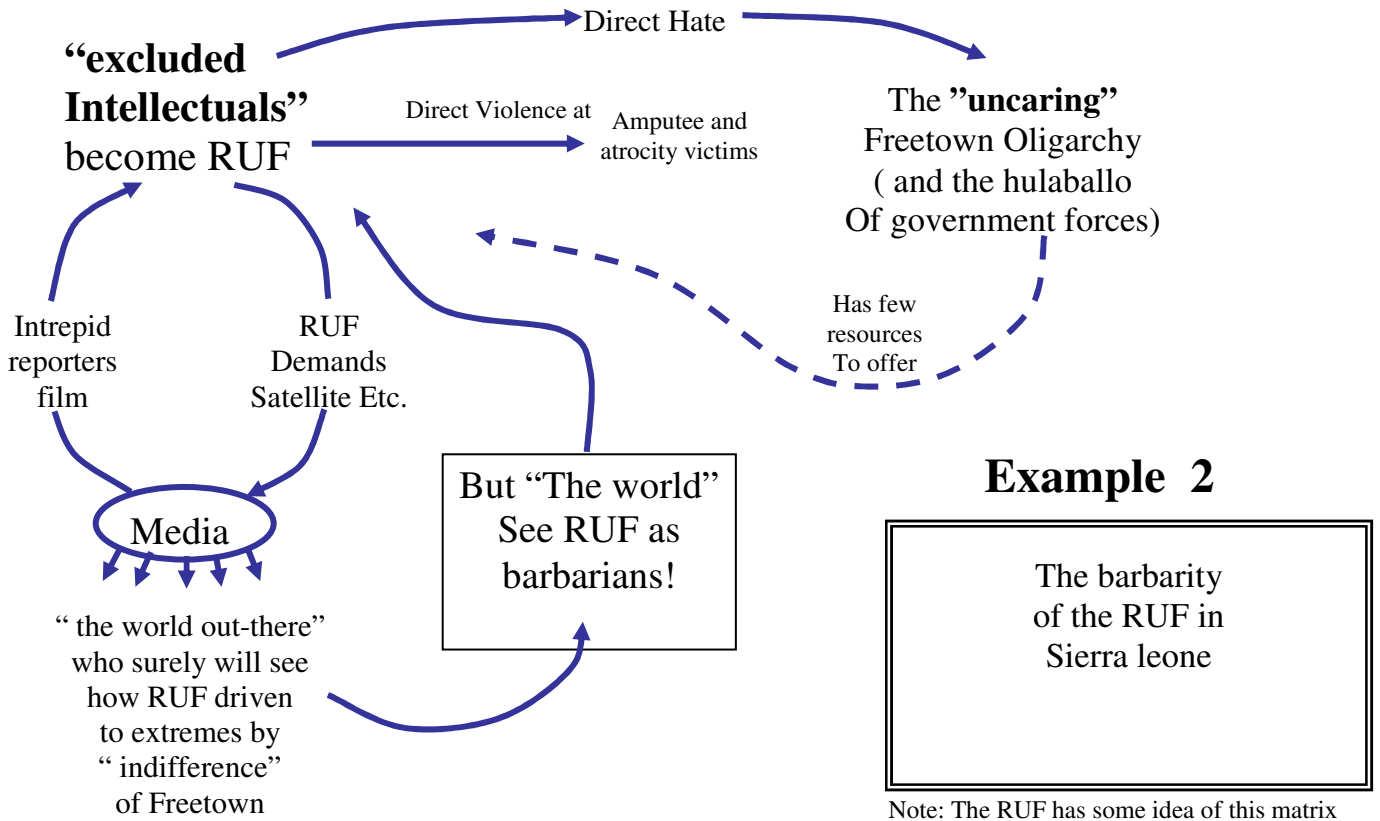
Example 4 shows the « skeleton » of the matrix.

Example 5 suggest how a successful Caravane project may modify the matrix leaving its shape unchanged but with positive outcomes.

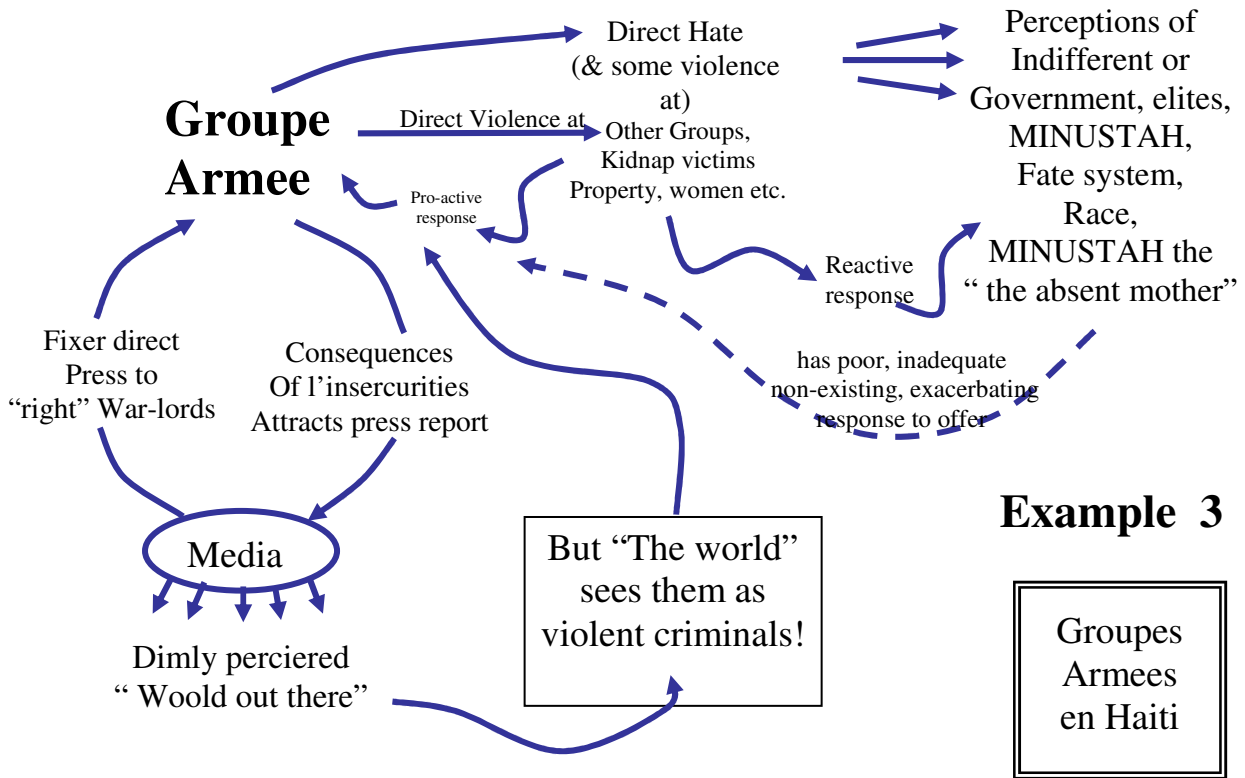
# Matrix of Dramaturgy



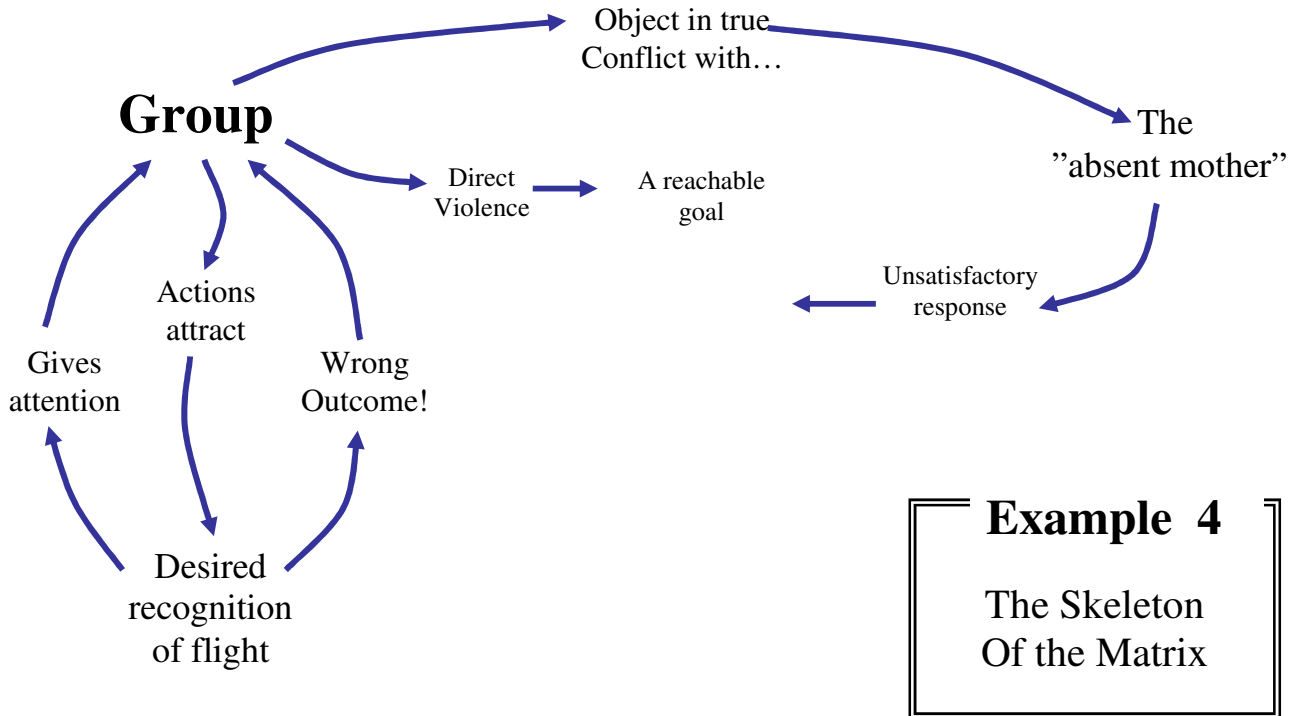
# Matrix of Dramaturgy



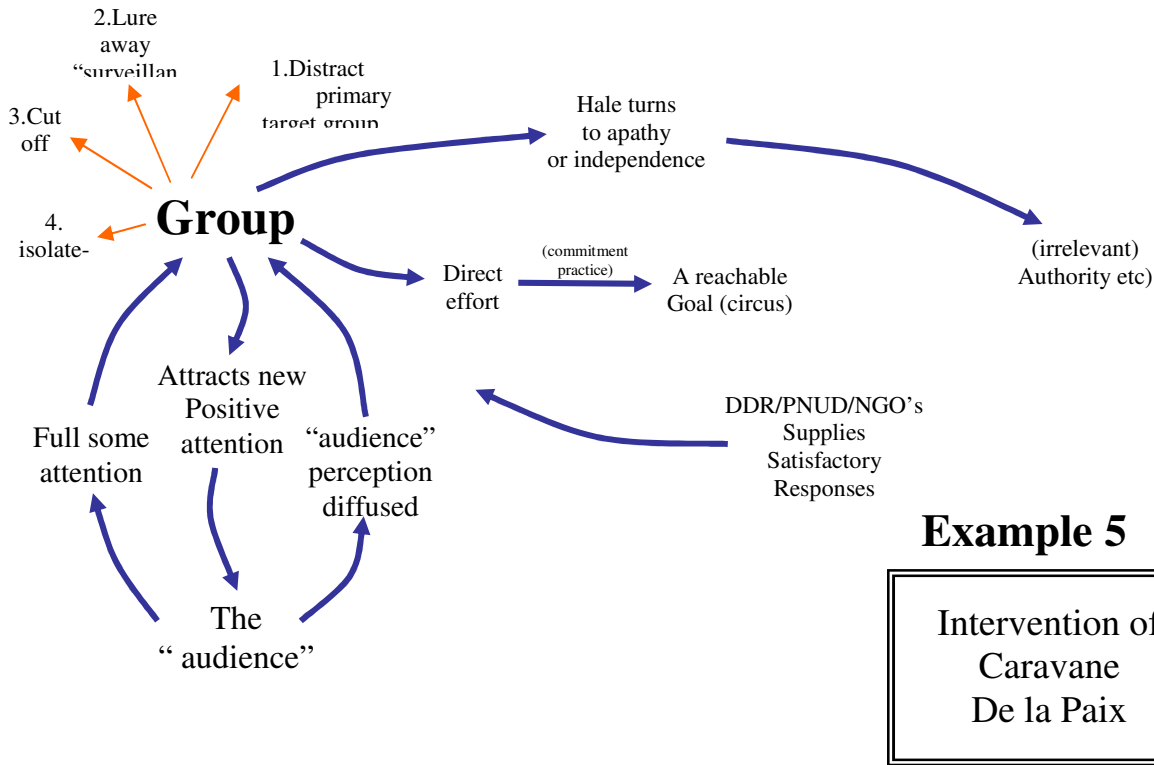
# Matrix of Dramaturgy



# Matrix of Dramaturgy



# Matrix of Dramaturgy



This is based on an ideal successful scenario

## Deconstructing the Tour

Each Equipe Leader will report back at the end of each three week tour cycle. This will be done verbally and via Livre d'Amangement which will be photocopied and will contain Information and directoral and stage manager notes.

Information will go to the JMAC DDR representative, for analysis and recommendations then to DDR Chief and Dept Chief. Information relevant to the future direction of the touring will be fed back into the Caravane tour schedule at the Monthly Caravane/DDR meeting by DDR.

These photocopied pages can be archived at DDR.

Directoral and Stage manager notes will be fed back into future strategy by the Group leader and Manager.

The Manager will already have some idea of the future tour plans.

At the Monthly meeting the principles of the strategies of the future tours will be agreed and the Manager will then draw up modified tour lists. See [Construction of the Tour Schedule – How it is decided.](#)

## Objectives and Outcomes

Objectives have been stated in the Model Of Delivery Synopsys.

**General Model of Delivery to implement Caravane de la Paix**

Namely:

However this full Model of Delivery also aims to specifically define Outcomes in detail:

LEVEL OF OUTCOME	DESCRIPTION	RATIONALE
Primary Level Outcome	Most desirable outcomes	Often the most difficult to achieve
	Receive armes	Difficult but possible, especially with dedicated rapporteur (-trice). Should be possible at the following points: <a href="#">Targets 3,4,5: “Potential à Risque Boys” (wanting to join the “big boys”), Girls, Community</a> <a href="#">Taking the Caravane to a next level: Modifications to the Tour Schedule</a>
	Steer Primary Target Groups towards other activities and perceptions	Most likely nexus points: (others are possible) <a href="#">Slideshows</a> <a href="#">Discussion</a> <a href="#">Chamber of Horrors</a> <a href="#">Taking the Caravane to a next level: Modifications to the Tour Schedule</a>
Secondary Level outcomes	Description	Achievable by:
	Primary Group modifies behaviours but possibly without follow-up	<a href="#">Aerialiste</a> <a href="#">Fire</a> Primary Target 1: Street/Armed Gangs (link not working)
	Community level sensitization	<a href="#">Level 1: Low Potential effectiveness</a> <a href="#">Level 2: Medium potential for effectiveness: TV Media coverage</a> etc
	Sensitize role girls can play (could also be a primary goal – if effective)	<a href="#">Targets 3,4,5: “Potential à Risque Boys” (wanting to join the “big boys”), Girls, Community</a>
	Local Committee is formed	
	Toy Gun Collection	<a href="#">Targets 3,4,5: “Potential à Risque Boys” (wanting to join the “big boys”), Girls, Community</a>
Tertiary Level Outcomes	Description:	Achievable by:
	Community level sensitization	<a href="#">Level 1: Low Potential effectiveness</a> <a href="#">Level 2: Medium potential for effectiveness: TV Media coverage</a> etc

## APPENDIX

### Receiving Guns

Guns may be received; they may be:  
Serviceable and military  
Serviceable small  
Unserviceable

Immediately they could be  
Placed in strong box.  
Destroyed by running vehicle over them as they are propped up on h  
kerb. Make sure weapon is unloaded, if in doubt ask donor to unload it.

Grenades should be isolated and left untouched. Seek specialist help.

Take care! Crowd could react two ways:

Positive: Cheer at the destruction of gun

Negative: Resentment

Destroying weapon quickly and publicly reduces threat of weapon being recirculated (it could therefore be safely handed over to HNP) or being stolen back off you.

Given to HNP/UNPOL/MINUSTAH

Phone Manager/Daniel for guidance

Using radio may not be wise as radio is not secure. Another gang may try to steal weapon off you.

However radio is only course possible then the code of “having received a baby” could be used.

Ideally keep weapon for maximum publicity benefit until you have received clear direction from DDR.

### The Rapporteur (-trice)<sup>1</sup>

The role of Rapporteur (-trice) in achieving the Primary Goals of the Caravane.

Their mandate is to be “in role” as someone apart from the main body of the Equipe. They need to be on the sidelines and engage with Target Groups or Target Individuals who will usually – by their nature – inhabit the fringes of a Caravane event.

They have autonomy to play upon the cynicism, despair, arrogance, confusion, ignorance or knowledge of their target. They may do this and appear to do so at the expense of the credibility of the Cravane or more even other Equipe members.

They should be gently turning their target(s) toward desired outcomes.

They should wear a distinctive hat (white street-wise base-ball cap?) to be able to spotted easily by other Equipe members.

Although the Rapporteur (-trice) should work intuitively it is remarkable how consistent patterns emerge. The following is a sample script from Jocelyn Lorissant an experienced DDR rapporteur (-trice):

Jocelyn: “Salut.”

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<sup>1</sup> This role has been absorbed by all equipe members

**General Model of Delivery to implement Caravane de la Paix**

Target: "Salut... Que est-ce que tu dit?"  
J: "Moi, rien...Esr-ce que c'est possible de parler avc Monsieur T?"  
T: "Non!"  
J: "Ok, la prochaine..."  
T: "Monsieur! Viens! Pour dites-du croi (sic)"  
J: "J'explique quelle-que chose."  
T: "M'aimez-moi. (sic)"  
J: "Je suis Haïtien. Mon nom Jocelyn Lorissant. (nom complete) Donne-moi 5 armes."  
T: "Oke." (sic)  
J: "Mois, je travailler à MINUSTAH dans la section DDR."  
T: "C'est quoi le DDR?"  
J: "DDR, Désarmement, Demobilisation et Reinsertion. C'est des dearmamament volontier. Non pas force. Nous sommes pas militaire, pas le police. Sous sommes civiles."

(Questions et responses. Jocelyn donner lui Téléphone numero (552 - 80 92). Après deux où trois jours le chef telephone Jocelyn:)

T: "Oui, hallo."  
J: "Oui, c'est Jocelyn."  
T: "Allez, allez chez-moi toutes-suite! (...) Jocelyn, vous-êtes Haïtien. Je confiance-eu.(Sic) Je possete 5 armes. Je donne les armes. Je remettre les armes c'est à toi. Mais non pas la MINUSTAH! (parce-ce quenon pas de confiance)

(Cest tres difficile. Parceque peut-etre on a la menace si il dis ont rester avec *blanc*.

Comprendre un straategie et mentalité Haïtien: Pas d'école, pas de development. Explique ce-que sous somme sici pour appuiyer des armes pour les government et les peuples Haïtien.

Montier T demande un job – business. Negociateur explique ce que quand vous-etes désarmée nopus avons beaucoup à faire pour le peopelles Haïtien et les groupes armies. Et ensuit les enfants, les femmes, le connaissantes, pour fair beaucoup de development dans des quartiers Javo Riséis (sic) pauvres.

## Bibliographie

Godnick, William H, (October 2001) *Transforming Attitudes Towards the Tools of Violence: The Arms Exchange Programme in Mendoza, Argentine*. University of Bradford, Department of Peace Studies.

END