



Niterói & Rosario

City Exchange Report

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Executive Summary

The city exchange between Niterói, Brazil, and Rosario, Argentina, brought together municipal officials, technical staff, and violence-prevention practitioners from both cities to share experiences and lessons on reducing urban violence through integrated, evidence-based approaches. The exchange underscored the importance of strong political leadership, institutionalized governance, data-driven decision-making, sustainable investment in prevention, territorial targeting, and community participation as critical ingredients for long-term violence reduction. It identified practical opportunities for both cities to strengthen and adapt their violence-prevention strategies through continued collaboration and peer learning.

Overview of the Exchange

The city exchange between [Niterói, Brazil](#), and [Rosario, Argentina](#), took place in the city of Niterói from May 11–14, 2026, as part of the Peace in Our Cities (PiOC) [City Exchange Program](#), which aims to enable cities to learn directly from one another’s experiences, adapt promising practices to their own contexts, and build sustained partnerships that advance violence prevention and urban safety. Bringing together senior municipal officials, technical staff, and violence-prevention practitioners from both cities, along with PiOC secretariat members, the exchange was designed to facilitate peer-to-peer learning on effective strategies for reducing urban violence through integrated, evidence-based approaches. Over three days, participants engaged in technical presentations, site visits, and strategic discussions focused on public security governance, violence-prevention programs, territorial interventions, data systems, and community engagement. The exchange provided an opportunity for Rosario representatives to learn from Niterói’s long-standing experience implementing the Pact Against Violence (hereafter PNCV or “the Pact”), while allowing Niterói to gain insights from Rosario’s innovative responses to violence-reduction efforts. This fostered mutual learning and strengthened collaboration between two cities committed to building safer and more-peaceful communities.

Why These Partners: Similar Contexts and Complementary Approaches

Niterói and Rosario were strong partners for exchange due to their shared commitment to evidence-based and integrated strategies to prevent violence. Niterói is a midsize city in the southeast region of Brazil with a population of roughly 500,000. Rosario is a city of 1.2 million inhabitants in the province of Santa Fe, Argentina. Both cities have suffered from high levels of lethal violence but have managed to reduce homicide rates and other crime and violence indicators over the past few years. They operate as secondary urban centers embedded in larger metropolitan regions, where violence is shaped by spillovers from broader criminal ecosystems and linked to their strategic position in drug trafficking and distribution networks. In each case, violence is spatially concentrated in specific territories and largely driven by fragmented criminal groups competing for local control, resulting in high

levels of firearm-related lethality. These dynamics disproportionately affect young men in marginalized neighborhoods, reflecting common structural drivers such as socioeconomic exclusion, limited state presence, and cycles of incarceration and reoffending. Additionally, both cities are under federal systems that face governance challenges tied to fragmented institutional responsibilities across municipal, state/provincial, and national levels, often impacting the coherence and sustainability of violence-prevention responses.

At the same time, Niterói and Rosario offer strong complementarities in their approaches to violence prevention. Niterói brings advanced experience in institutionalizing violence prevention at the local level through strong governance and legislative leadership and mechanisms. Its experience on data-driven, preventive public security policies at the municipal level, including the use of observatories, integrated planning, and social interventions, has led to significant results in improving safety for almost a decade. The city has emerged as a leading example in Brazil and the region of an integrated municipal strategy through the [Pact Niteroi Against Violence \(Pacto Niterói Contra a Violência, or PNCV\)](#), which combines investments in policing infrastructure, evidence-based prevention programs, territorial investments, and social policies. Its model relies on strong political leadership from the mayor and emphasizes coordination across sectors, with dedicated financing mechanisms. Rosario, on the other hand, offers valuable lessons from its response to acute spikes in organized-crime-related violence, including efforts to coordinate across levels of government under high-pressure conditions, and specific innovative public health interventions such as the hospital-based response to gun violence.¹ The city has experienced a significant decline in violence rates over the past two years and was eager to learn about how Niterói has been able to sustain peace over a longer period of time.

Together, they presented a valuable opportunity for mutual learning of complementary approaches within a shared context of complex, evolving urban-violence dynamics.

Key Objectives of the Exchange

In alignment with the PiOC City Exchange methodology, the agenda was designed around the following objectives:

- Enable Rosario officials to gain detailed knowledge of Niterói’s **integrated public security system**, including the PNCV governance system, the Public Security Observatory (Observatório de Segurança Pública), and the Integrated Center for Public Security (Centro Integrado de Segurança Pública, or CISP).
- Share lessons from **prevention-focused programs**, particularly those targeting youth, families, and vulnerable populations.
- Strengthen understanding of **territorial approaches** to violence prevention through site visits and program exchanges.
- **Facilitate dialogue** around Niterói’s PNCV governance structure and Rosario’s institutional framework.

What We Did:

Overview of Policies and Programs Discussed and Sites Visited

Over three days, the exchange combined technical presentations, site visits, and strategic discussions organized around Niterói's PNCV key pillars: (1) policing and justice, (2) violence prevention, (3) integrated territorial action, and (4) coexistence and engagement.

1. Policing and Security Management

The exchange began with an examination of Niterói's public security infrastructure and data systems. We visited the **Secretary of Public Order (Secretaria da Ordem Pública)**, and saw a presentation of the Public Security Observatory (**Observatório de Segurança Pública de Niterói**). Niterói's Public Security Observatory plays a central role in the city's evidence-based approach to violence prevention. Established in 2016 and strengthened under the PNCV, the observatory integrates multiple data sources (police, health, surveys, administrative data), conducts periodic victimization surveys to understand crime beyond official records, and supports strategic decision-making and program targeting. A key innovation is the use of perception and victimization data to inform policy priorities, including the design of the second phase of the PNCV. The observatory exemplifies how cities can move beyond reactive security models toward data-driven, preventive strategies.

Niterói Pact Against Violence (PNCV) Results

The Pacto Niterói Contra a Violência is a municipal public policy launched in 2018 by the city of Niterói aimed at reducing violence through an integrated strategy that combines public security, social prevention, urban development, and community engagement. Rather than relying mainly on repression or increased policing, the program focuses on prevention, social inclusion, and building a “culture



of peace.” Its initiatives are organized around four strategic pillars: policing and justice, violence prevention, integrated territorial action, and coexistence and engagement. They involve cooperation between city government, security institutions, universities, and civil society organizations. Initiatives also include projects targeting vulnerable youth, family support, professional training, urban renewal, and data-driven security policies.

According to official reports and municipal data, the program has led to major reductions in violent crime between 2018 and 2024. Over that period, homicides fell by nearly 69 percent, street robberies by about 75 percent, vehicle robberies by more than 84 percent, cargo theft by 86 percent, and bus robberies by over 90 percent. The city also

invested hundreds of millions of reais (tens of millions in US dollars) in social and security programs, including youth employment and training initiatives such as Niterói Jovem EcoSocial, educational incentives like Poupança Escola, and family support programs focused on early childhood and violence prevention.² In July 2026, the government launched PNCV's second cycle, covering the period 2025–2030. In this new phase, the pact will expand the **Integrated Public Security Center (CISP)** and monitoring systems and strengthen coordination between security and social policies and targeted initiatives for youth and women, building on the first phase's focus on prevention, education, social inclusion, and territorial interventions.³

We also visited the **Integrated Public Security Center (CISP)**, the operational backbone of Niterói's public safety system. The CISP provides a real-time coordination platform that connects the Municipal Guard, the state police, emergency health services, and multiple municipal secretariats.⁴ Established in 2015, the center combines institutional integration with advanced technology to strengthen crime prevention and law enforcement. Its Electronic Perimeter Monitoring systems, expanded in 2019 and enhanced with artificial intelligence, utilize license plate recognition, facial identification, behavioral analysis, and geolocation tools to detect suspicious activities, identify stolen or cloned vehicles, and support rapid operational responses. By linking surveillance systems directly to dispatch mechanisms, the CISP enables coordinated interventions by police, municipal services, and emergency responders, significantly increasing the probability of detection, apprehension, and assistance.



The system has also incorporated innovations such as gunshot detection technology, the SOS

Mulher application for women under protective measures, and the SOS Escola platform for schools, both of those being virtual emergency buttons that allow authorities to respond quickly to high-risk situations. According to the PNCV monitoring report, the electronic monitoring network identified 559 vehicles linked to criminal activities since its implementation and 131 vehicles in 2024 alone, demonstrating its contribution to deterrence and public safety outcomes. Together with the Segurança Presente program, a community policing program run by the state of Rio de Janeiro in partnership with the local government, and broader violence-prevention initiatives, CISP uses technology, data-driven decision-making, and interagency coordination to improve urban safety

An important sidenote to add here is that the city has invested in enhancing human capacity and building trust with the population just as much as it has invested in expanding its technology, which in turn ensures that its public safety strategy remains human centered and rights based, even if technology assisted. An example of that commitment is the city's decision to delay the deployment of facial-recognition technology to identify suspects until there is a stronger knowledge basis on the effectiveness and trustworthiness of the technology.

2. Violence Prevention Programs and Territorial-Focused Community Interventions

We also explored Niterói's prevention ecosystem and territorial-focused interventions, with an emphasis on family, youth, and community-based initiatives. Several of them are implemented in partnership with civil society organizations. Site visits included:

- Programa Escola da Família** (Family School Program), which focuses on preventing violence against children, improving pregnant women and newborn health outcomes, and strengthening family engagement and social support systems. The program was designed after a municipal diagnostic identified high levels of negligence, sexual abuse, and physical violence being perpetrated by parents against children aged zero to two years. It targets pregnant women who have subscribed to the public health system prenatal plan. As part of the program, they are required to attend a series of lectures and thematic groups on positive parenting and continue with the prenatal plan. If they complete the program, which includes requirements related to their health checks as well, they receive a one-time stipend (approximately US\$200) after their child is born. Any female resident of Niteroi is eligible for the program, which has also helped to strengthen the referral pathways for survivors of violence, helping to connect women with specialized services for support.
- Programa Poupança Escola** (School Savings Program), which provides incentives to promote school retention and positive youth trajectories. It is an innovative conditional cash transfer program designed to reduce school dropout and promote long-term opportunities



for youth. It targets students from vulnerable households, providing financial incentives linked to school attendance and extracurricular engagement, mentoring, financial literacy, and socio-emotional development training, and allows students to accumulate savings that can be used for future education. The program intervenes early in the life course, starting in primary education, and reflects a strong emphasis on long-term prevention.

- Espaço Nova Geração** (New Generation Space), which promotes after-school activities for children, adolescents, and young people in situations of social vulnerability. Serving participants aged 6 to 29, it combines academic support, vocational training, and sports, cultural, educational, and recreational activities designed to foster personal development, social integration, and future employability. The program currently reaches 1,013 active students and has registered nearly 5,000 participants since its inception, offering a wide range of classes including sports, arts, music, technology, and martial arts, as well as discussion groups that encourage dialogue, family engagement, and community participation. A multidisciplinary team of social workers, psychologists, and an educational assistant provides comprehensive support to participants and their families, coordinates referrals to social services, and develops educational resources to strengthen the program's impact.
- Parque Esportivo e Social do Caramujo (PESC)** (Sports Center Caramujo), which is a community-based sports and social development center established in 2020 in Caramujo, one of Niterói's historically most vulnerable neighborhoods, once known for high levels of violence, drug trafficking, and some of the city's lowest human development indicators. Now incorporated into the second phase of PNCV, PESC uses sport as a tool for social inclusion, violence prevention, antiracism, and social mobility, helping transform aspirations among local youth from involvement in crime to pursuing athletic, educational, and professional opportunities. Serving more than 1,580 participants of all ages, from children as young as three to older adults, the center offers 27 sports, cultural, and social activities, including both traditional and "elite" sports, with some athletes competing nationally and internationally and receiving university scholarships. Beyond sports, PESC provides integrated social support through psychologists, social workers, educators, disability-inclusive services, family engagement, job training, entrepreneurship initiatives for women, and educational support for adults. Supported primarily by municipal funding and strengthened through partnerships with universities, government agencies, sports federations,



and private-sector donors, the program exemplifies a comprehensive, community-centered public policy approach that has contributed to reduced recruitment into trafficking networks, improved perceptions of safety, and strengthened social protection and community well-being in the territory.

“Our youth dreamed about being the drug leaders, and now they dream about being Brazil’s next champion. Their reality changed. They can cross the bridge, go to the movies, and travel. Something they had never dreamed of.”

—Sheila Bahia, PESC Coordinator in Niterói

- **Rede Acolher/Escritório Social** (Welcoming Network/Social Services Office), which focuses on reintegration and support for formerly incarcerated individuals and their families, aiming to reduce recidivism. Key features include the use of multidisciplinary teams (legal, psychosocial, employment support), coordination with the justice system and prison administration, mobile (“itinerant”) outreach to communities, and focus on both individuals and family networks.
- **Centro Especializado de Atendimento à Mulher (CEAM)** (Specialized Center for Women), which is Niterói’s primary specialized service for women affected by gender-based violence, offering integrated psychological, social, and legal support, referrals to protection and health services, and pathways to social and economic inclusion. As a key component of the city’s women’s protection network, CEAM serves as a violence-response mechanism and a platform for empowerment and recovery. It is financed by the local government and managed by the Municipal Secretariat of Women. To ensure access to more women in different regions of the city, Niterói also has two regional women’s support centers (Núcleo de Atendimento à Mulher).



- **Programa Território da Juventude** (Youth Territory Program), which is a targeted youth-inclusion and violence-prevention program in the Complexo do Viradouro that supports a cohort of 50 highly vulnerable young people (ages 15–29) through a monthly stipend of R\$750 (approximately US\$145), psychosocial support, and community-based activities. In exchange, participants engage in initiatives that



strengthen citizenship, life planning, and community belonging, including community mapping, cultural workshops, dialogue circles, health activities, and audiovisual projects. A distinctive feature of the program is that young people act as agents of change in their own territory, producing community research, documentaries, podcasts, and other projects that document local realities and promote positive transformation.

These visits demonstrated how Niterói's public safety approach combines traditional public security policy with social protection, inclusion, and targeted service delivery, reinforcing a prevention-oriented model.

3. Interinstitutional and Participatory Governance Model

Finally, we also participated in a **multistakeholder meeting** involving the PNCV Steering Committee and partner institutions (including civil society organizations), where Niterói and Rosario discussed the importance of institutional arrangements and strong governance models for effective and sustainable integrated violence-prevention strategies. Niterói's team emphasized the importance of a permanent body for community engagement and co-construction with civil society and youth, in particular.

PNCV **intersectoral committees and governance bodies** are among the most innovative aspects of the PNCV, institutionalizing coordination and participation beyond traditional security actors. Governance is coordinated through the Steering Committee led by the mayor, and supported by an Executive Coordination Unit, dedicated project managers, and a system of intersectoral committees that bring together departments responsible for security, education, health, social assistance, youth, and urban development. Complementing this structure are coordination bodies such as the **Integrated Municipal Management Cabinet** and the **Integrated Prevention Committee**, which facilitate joint planning, information sharing, and coordinated responses across institutions. The model is strongly evidence-based, relying on victimization surveys, crime monitoring, and data produced by the municipal observatory, while fostering continuous collaboration among municipal, state, federal, and civil society actors. The result is a governance system that institutionalizes coordination, accountability, and prevention as core pillars of urban safety policy.

Community engagement is also a central pillar of PNCV. From its inception, the pact was developed through an extensive participatory process that included civil society organizations, universities, community and religious leaders, business associations, municipal councils, and residents. Following a citywide diagnosis and victimization survey, the municipality conducted more than 90 consultation meetings and received over 100 proposals from stakeholders, many of which were incorporated into the design of the pact. Beyond the initial consultation phase, civil society participation was institutionalized through regular dialogue forums, thematic councils, public feedback sessions (Encontros de Devolutivas), community safety meetings, territorial committees, and ongoing engagement with nongovernmental and grassroots organizations. These mechanisms allow residents and community partners not only to provide feedback on program implementation and results but also to influence priorities, identify emerging challenges, and cocreate solutions. This continuous cycle of consultation,

monitoring, and feedback has helped build public trust, strengthen accountability, and ensure that the pact remains responsive to local needs and community perspectives.

The PNCV's governance model therefore goes beyond traditional participation mechanisms by adopting a cogovernance approach in which civil society is not merely consulted but actively involved in policy formulation, implementation, monitoring, and adaptation. This sustained engagement has been critical for generating legitimacy and for ensuring that violence-prevention strategies remain grounded in local realities and community priorities.



“We wanted to know from Niterói how they managed to institutionalize their policy and sustain the decline in violence rates for so long; we saw that their strength in this governance model was our weakness, and that we could also share an experience that they don’t have,

working through the health system to engage people wounded by gunfire.”

—Gonzalo Bonifazi, Rosario’s General Coordinator of the Municipal Violence Reduction Program

Rosario: Moving Beyond Isolated Interventions Toward a Comprehensive Response

During the exchange, the Rosario delegation also presented its approach to violence prevention, highlighting a model rooted in the idea that local governments can play a critical role in reducing violence even without direct authority over policing or criminal justice.⁵ Rather than relying on a single program, Rosario has developed a comprehensive municipal architecture that combines public health, territorial presence, victim support, data analysis, interagency coordination, and urban transformation. The approach seeks to address violence as a multidimensional social phenomenon, requiring coordinated action across sectors and levels of government.

A key strategy presented during the exchange was the use of the public health system as an entry point for early intervention. Rosario’s health network is known in Argentina for being extensive and strong. It includes 50 primary health centers, hospitals, and more than 5,000 municipal health workers, who represent 45 percent of the municipal staff, and plays a central role in identifying and responding to individuals at high risk of future violence. The Hospital de Emergencias Clemente Álvarez, which receives the majority of gunshot-wound victims in the city, has developed a protocol whereby the admission of a person injured by a firearm immediately triggers a coordinated response.

Following notification from the police post located in the hospital, a multidisciplinary team consisting of healthcare and social workers conducts an interview with the survivor, assesses risks of retaliation or repeat victimization, and coordinates follow-up actions with social services, provincial authorities, and the justice system. This model treats a violent injury not only as a medical event but also as a critical opportunity for prevention and intervention. Rosario refers to this process as part of supporting the patient's "social discharge," ensuring continuity of care beyond hospitalization.

The delegation also emphasized the importance of focused interventions for individuals, families, and communities facing elevated levels of risk. Building on the city's experience with gunshot-wound survivors and violence-reduction efforts, Rosario has increasingly formalized mechanisms for identifying and prioritizing high-risk cases. This work is now evolving into the Program to Prevent High Risk Violence (Programa de Prevención de Violencias de Alto Riesgo, or PREVAR), an interinstitutional initiative being implemented jointly with the province of Santa Fe and the Public Prosecutor's Office. PREVAR seeks to establish a shared methodology for risk assessment, information sharing, and coordinated intervention with individuals and families exposed to severe forms of violence. The initiative demonstrates Rosario's commitment to moving beyond isolated responses toward a structured, evidence-based model of violence prevention.

Another lesson shared by the delegation was the value of sustained interagency coordination. Since 2017, Rosario has convened municipal authorities, provincial agencies, and justice institutions around a working group to address violence in neighborhoods with the highest homicide rates. Initially focused on areas affected by gang-related violence in the city's southwest, this collaborative approach helped align public health, social services, security, and prosecutorial actions around shared territorial priorities. The city's representatives noted that the experience demonstrated the importance of combining local knowledge with provincial-level data and legal tools, laying the



groundwork for broader provincial engagement and institutionalization of violence-prevention efforts.

Looking toward the future, Rosario presented its evolving strategy of territorial pacification, which focuses on transforming the urban environments where violence is most concentrated. Rather than viewing violence reduction solely through a security lens, the city is investing in urban upgrading, public infrastructure, social services, and

the recovery of public spaces in historically marginalized neighborhoods. These interventions are accompanied by health, social assistance, and community development programs designed to strengthen state presence and rebuild trust. Delegation members noted that some territories that

had become inaccessible during the peak of the violence crisis are now home to a growing number of accessible public spaces and community facilities. This approach reflects Rosario's belief that sustainable reductions in violence require targeted interventions with high-risk individuals and long-term investments in the social and physical conditions of neighborhoods. The delegation also highlighted the potential to further strengthen this work by integrating environmental and climate-resilience objectives into urban renewal efforts, creating opportunities to engage climate-focused partners and funders.

Overall, Rosario's experience illustrates how municipalities can contribute to violence prevention through a combination of health-based early intervention, targeted case management, interagency governance, data-informed decision-making, and place-based urban development. The city's approach emphasizes that reducing violence is not only about responding to crime but also about strengthening public institutions, supporting vulnerable populations, and creating conditions under which communities can safely reclaim and use public space.

What We Learned: Key Takeaways From Exchange and Way Forward

The experience of Niterói's PNCV and the discussions it prompted with Rosario and PiOC's delegations, as well as the presentation of Rosario's approach to violence prevention, offered a comprehensive set of lessons on how to design, implement, and sustain effective urban violence prevention strategies.

Political leadership, results-based management and strong technical coordination is key. At its core, PNCV's success is driven by strong coordination across more than 13 municipal secretariats, supported by results-based management and the careful selection of experienced program managers. This managerial capacity is reinforced by consistent political leadership, particularly from the mayor, and the deliberate appointment of qualified and highly committed technical teams, ensuring continuity and strategic direction over time. This leadership has enabled the pact to foster dialogue across political lines grounded in evidence, strengthening legitimacy and resilience beyond electoral cycles.

Institutionalization of actions through local bureaucracies and legislation contributes to sustainability. A defining feature of PNCV is its deep institutionalization, which Rosario is also trying to pursue for its violence-prevention efforts through the enactment of municipal legislation. The pact has a multidisciplinary and cross-sectoral coordination unit. Each major program is anchored in laws or decrees, many of which have been updated over time to reflect lessons learned and evolving needs.

This legal and administrative framework, which was achieved through political articulation and commitment from stakeholders from across the political spectrum, has transformed the pact into a state policy rather than a temporary government initiative, protecting it from political turnover and ensuring long-term sustainability. The involvement of all municipal secretariats, also seen in Rosario's strategy, combined with governance structures that include government and civil society actors, further consolidates this institutional backbone. Rosario's delegation identified this governance structure as one of the most critical factors they observed behind Niterói's sustained results and a key lesson to be considered in any form of replication of the model.

Sustainable financing, based on financial discipline and prioritization, also plays a central role.

The fact that the pact priorities have been embedded into governance indicators means that municipal secretariats/agencies are incentivized to allocate substantial parts of their budgets to carry on pact-related projects (which are not directly financed by the pact management committee). This allows for program continuity and quality implementation. It should be noted that Niterói benefits from substantial revenues generated by oil royalties.

Efforts in Niterói and Rosario stand out for their robust use of data to inform decision-making and continuous learning.

For example, by integrating administrative, perception, and operational data, Niterói has enhanced its ability to target interventions, monitor results, and course correct when needed. However, the experience also highlights ongoing challenges, particularly in integrating data across sectors. Current efforts to establish a centralized city data office point to a recognition that data governance is critical for further improving effectiveness. In Rosario, all violence-prevention interventions begin with an understanding of the patterns of violence in the territories with data provided by the Observatory of Coexistence and Security, a centralized source of data that allows for a common and evidence-based understanding of the patterns of violence across the city.

Data and evidence-based strategies lead efforts to be territorially targeted. Both Niterói and Rosario recognize that violence is spatially concentrated, and they prioritize interventions accordingly. Niterói prioritizes integrated interventions in high-risk areas, combining service delivery, public space transformation, and efforts to rebuild social cohesion. This place-based approach resonated strongly with Rosario, which has been working in high-risk areas through its Intervenciones Barriales Focalizadas (Focused Neighborhood Interventions) and is also trying to implement similar strategies within its new territorial pacification efforts, still under development. Strengthening interlocution with civil society and ensuring community leadership within these territories were highlighted as particularly important for generating local ownership and building trust between government and nongovernmental members of the community.

Addressing drivers of violence requires investing in prevention across the lifespan and across disciplines. PNCV adopts a multidimensional and life-course approach to prevention. By combining education, youth engagement, family support, and community-based services, it addresses the structural drivers of violence rather than only its immediate manifestations. Rosario's territorial and public health approach addresses individuals and families holistically, seeking to tackle the root causes and intergenerational cycles of violence. It combines situational prevention strategies with a public health framework through the coordinated work of a network of municipal health and social care centers that support families and individuals at different stages of life, while addressing factors linked to violence and vulnerability.

The effectiveness of PNCV and Rosario's approach is further enhanced by the use of multidisciplinary teams, including social workers, psychologists, educators, and legal professionals. This holistic model enables interventions that address multiple and intersecting risk factors, especially for youth and vulnerable populations. Across all components, the importance of sustained political and technical commitment is evident. The motivation, capacity, and continuity of municipal teams, combined with an evidence-based approach, enable innovation and durability in policy implementation.

Community engagement and quality of community interventions are key pillars of sustainable interventions. Permanent forums for dialogue with local communities not only enhance transparency but also foster ownership and trust. The active involvement of community members, including leadership roles for individuals from the territories themselves, has proven essential in strengthening social cohesion and ensuring that interventions respond to local realities. Likewise in Rosario, the selection of neighborhoods to be prioritized by some interventions is carried out in dialogue with local organizations and community leaders to ensure that strategies are relevant and contextualized to the specific realities of each area.

PNVC programs are carefully targeted and designed to offer high-quality activities, including sports and other engagement initiatives that promote empowerment, positive role models, and long-term behavioral change. This was another aspect highlighted by the Rosario delegation, who praised Niterói's team for the amount and quality of programs provided, for example, for young people, several of whom go on to professional careers and decide to keep training in the spaces offered in their communities.

"In Argentina, when youth reach a certain level of professionalism in soccer, for example, they start training in bigger and better centers. The fact that you have champion athletes here who continue to train here is impressive, and helps to continue to inspire more youth in their communities" —Diego Herrera, Secretary of Control and Coexistence, Rosario

Establishing clear incentives for beneficiaries of programs helps to build ownership and permanence. PNCV also incorporates clear criteria for beneficiaries to participate in their social prevention programs and incentives for completion. Programs such as Poupança Escola and PESC illustrate the importance of aligning targeting with appropriate incentives to sustain participation. This reflects a broader emphasis on accountability and performance embedded within the pact's operational model and was highlighted by Rosario's partners as a key difference and innovative aspect compared to their city's programs. As emphasized by the Rosario delegation, effective prevention requires not only reaching the right populations but also maintaining their engagement through well-designed program structures.

Finally, the exchange highlighted that while many elements of the Niterói model are transferable, such as governance structures and data-driven management, successfully integrating lessons learned to another municipality requires careful adaptation to local contexts. Rosario identified several priority areas for adaptation, including strengthening institutionalization mechanisms, more systematically integrating prevention into policy frameworks, and enhancing coordination across different levels of government. Overall, the experience demonstrates that sustainable violence prevention depends not on isolated interventions but on coherent systems built on strong leadership, institutional capacity, community engagement, continuous learning, and long-term investment in prevention across the life course.

Annex

Representatives Present at the Meetings

Niterói Team:

Management Committee of the Niterói Pact Against Violence (PNCV):

Felipe Ordacy, Secretary of the Integrated Security Management Office (GGI)

Felipe Peixoto, Executive Secretary (Sexec)

Gilson Chagas, Secretary of Public Order (Seop)

Maria das Graças Raphael, Executive Coordinator of the PNCV

Other Municipal Staff:

Ilza Fellows, Secretary of Health (SMS)

Katherine Azevedo, Secretary of the Project Management Office (EGP)

Pedro Spadale, Head of International Relations (DRI)

Bianca Dutra, Director of International Relations (DRI)

Rebeca Shpielman, International Relations Advisor (DRI)

Delegation from Rosario:

Diego Herrera, Secretary of Control and Coexistence

Fernando Vignoni, Deputy Secretary of Health and Territory at the Municipal
Department of Public Health

Gonzalo Bonifazi, General Coordinator of the Municipal Violence Reduction Program

Delegation from PiOC:

Flávia Carbonari, Technical Secretariat

Jai-Ayla Sutherland, Technical Secretariat

Luisa Portugal, Technical Secretariat

Endnotes

- 1 See [Peace in Our Cities, Rosario, Argentina: An Example of a Targeted and Integrated Approach](#), Insight Briefs, Peace in Our Cities, May 2025.
- 2 Prefeitura de Niterói, *Balço dos 06 anos: Pacto Niterói Contra a Violência* (Niterói: Prefeitura de Niterói, 2024), <https://pactocontraaviolencia.niteroi.rj.gov.br/wp-content/uploads/2025/08/DEVOLUTIVAS-2024-BALANCO-DO-06-ANOS-PACTO-PNCV.pdf>.
- 3 [O Globo, Segunda fase do Pacto Contra a Violência em Niterói mira roubos e homicídios](#). O Globo, July 26, 2026.
- 4 Unlike the state police, the Municipal Guard is a civil institution under municipal administration. Its constitutional mandate is the protection of municipal property, services, and facilities, though the 2014 General Statute, (Lei 13.022) extended this to preventive and community-oriented functions. O Globo, July 26, 2026.
- 5 For more information about Rosario’s violence-prevention strategy, see *Peace in Our Cities, Rosario, Argentina: An Example of a Targeted and Integrated Approach* (May 2025), <https://peaceinourcities.org/resources/rosario-argentina-an-example-of-a-targeted-and-integrated-approach>; Sydney Sanchez, Flavia Carbonari, and Jai-Ayla Sutherland, *Rosario and Cali City Exchange Report* (Peace in Our Cities, October 2025), <https://peaceinourcities.org/resources/rosario-and-cali-city-exchange-report>; Peace in Our Cities, *Peace Incentive Fund Report 2024–2025*, (March 2026).
- 6 Peace in Our Cities, “Rosario, Argentina: An Example of a Targeted and Integrated Approach,” May 2025, <https://peaceinourcities.org/resources/rosario-argentina-an-example-of-a-targeted-and-integrated-approach>.