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Municipal crime prevention policy: governance and implementation of the CEP Program in Rio de Janeiro

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This article analyzes the Conjunto de Estratégias de Prevenção (CEP) program, a municipal crime prevention initiative launched in Rio de Janeiro in 2021, initially operating as a pilot project. The CEP seeks to reduce street crime in hot spots through a combination of urban requalification, public space regulation, and the preventive presence of the Municipal Guard. The study examines the program's design, its implementation arrangements, and intersectoral governance, while discussing the political and institutional challenges associated with its institutionalization and scalability. An independent impact evaluation estimates reductions of approximately 32% in street crimes and nearly 60% in thefts during the first year of implementation. The article argues that organizational tools of low administrative complexity — such as systematic territorial diagnostics, formal coordination routines, and operational standardization — can effectively reorganize municipal action in public spaces. However, their continuity and expansion depend on sustained political sponsorship at the strategic level.

Keywords: municipal public safety, place-based crime prevention, hotspot policing, CPTED, intersectoral governance, municipal guard.

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Política municipal de prevenção à criminalidade: governança e implementação do Programa CEP no Rio de Janeiro

Este artigo analisa o programa Conjunto de Estratégias de Prevenção (CEP), uma iniciativa municipal de prevenção ao crime implementado no Rio de Janeiro a partir de 2021, com execução inicial em formato piloto. O CEP busca reduzir crimes de rua em pontos quentes por meio da combinação de requalificação urbana, ordenamento do espaço público e presença preventiva da Guarda Municipal. O estudo examina o desenho do programa, seus arranjos de implementação e governança intersetorial, e discute os desafios políticos e institucionais associados à sua institucionalização e escalabilidade. Uma avaliação de impacto independente estima reduções de aproximadamente 32% nos crimes de rua e de quase 60% nos furtos no primeiro ano de implementação. O artigo argumenta que instrumentos organizacionais de baixa complexidade administrativa – como diagnóstico territorial sistemático, rotinas formais de coordenação e padronização operacional – podem reorganizar a atuação municipal no espaço público, mas que sua continuidade e expansão dependem de patrocínio político sustentado no nível estratégico.
Palavras-chave: segurança pública municipal, prevenção à criminalidade baseada no território, *hotspot policing*, CPTED, governança intersetorial, guarda municipal.

Política municipal de prevención de la criminalidad: Gobernanza e implementación del Programa CEP en Río de Janeiro

Este artículo analiza el programa Conjunto de Estratégias de Prevenção (CEP), una iniciativa municipal de prevención del delito implementada en Río de Janeiro a partir de 2021, con una ejecución inicial en formato piloto. El CEP busca reducir los delitos callejeros en los puntos calientes (hot spots) mediante la combinación de la recalificación urbana, el ordenamiento del espacio público y la presencia preventiva de la Guardia Municipal. El estudio examina el diseño del programa, sus arreglos de implementación y gobernanza intersectorial, y analiza los desafíos políticos e institucionales asociados a su institucionalización y escalabilidad. Una evaluación de impacto independiente estima reducciones de aproximadamente o 32% en los delitos callejeros y de casi o 60% en los hurtos durante el primer año de implementación. El artículo sostiene que los instrumentos organizacionales de baja complejidad administrativa —como el diagnóstico territorial sistemático, las rutinas formales de coordinación y la estandarización operativa— pueden reorganizar la actuación municipal en el espacio público, pero que su continuidad y expansión dependen de un respaldo político sostenido a nivel estratégico.
Palabras clave: seguridad pública municipal, prevención de la criminalidad basada en el territorio, hotspot policing, CPTED, gobernanza intersectorial, guardia municipal.

1. INTRODUCTION

Fear and insecurity are part of the daily lives of many Brazilians, and are particularly evident in urban public spaces. Although homicide rates have trended downward in recent years, the social perception of insecurity has moved in the opposite direction. In 2025, 29% of the population identified crime as the country's main problem, nearly triple the share recorded the previous year (Cerqueira et al., 2025).

This disconnect between lethal violence and the perception of insecurity reflects a shift in crime patterns, increasingly concentrated in offenses that directly affect everyday life, such as street crime. In 2024, 79.6% of cell phone robberies and 43.7% of cell phone thefts occurred on public streets, in public squares, and on public transit systems (Fórum Brasileiro de Segurança Pública [FBSP], 2025). These offenses significantly affect mobility, consumption, and people's willingness to move freely through the city, with lasting impacts on quality of life, the local economy, and public trust in government (Costa & Durante, 2019; Navajas-Ahumada, 2020).

Despite the centrality of these crimes in urban life, the public safety debate in Brazil remains concentrated on the actions of state police forces, with limited attention to the role of municipalities in crime prevention. This focus is at odds with the fact that a significant share of opportunistic crimes occurs in spaces under municipal jurisdiction. Municipal governments control key mechanisms for

prevention, including urban planning, public lighting, road maintenance, code enforcement, land use regulation, and public space management.

The place-based crime prevention literature offers a useful framework for this agenda, emphasizing interventions that modify environmental conditions and prioritizing policing in micro-locations with high crime concentrations. A central pillar of these approaches is the evidence that crime is highly spatially concentrated: a small fraction of street segments accounts for a disproportionately large share of incidents (Weisburd, 2015), a pattern also documented in municipalities in the state of Rio de Janeiro (Chainey & Monteiro, 2019).

These micro-locations should be priority targets for preventive policing, an approach known as hot spots policing, which has a strong international evidence base (Braga, 2005; Braga et al., 2012; Braga et al., 2014; Braga et al., 2019), including in the Brazilian context (Monteiro et al., 2024). At the same time, these areas can be prioritized for interventions such as improved street lighting, rehabilitation of degraded spaces, and urban space management, through a Crime Prevention Through Environmental Design (CPTED) approach (Cozens & Love, 2015; Jeffery, 1971; Robinson, 1996).

Two key political challenges hinder progress on this agenda in Brazil. First, situational and low-intensity prevention interventions frequently face skepticism from public officials and the general public, who tend to associate crime reduction with repressive strategies (FBSP, 2025). Second, these interventions require high levels of inter-agency coordination within municipal government, spanning urban planning, public works, lighting, code enforcement, and public safety (Eck & Guerette, 2012; Risso, 2016). Against this backdrop, the experience of the crime prevention program Conjunto de Estratégias de Prevenção (CEP) – named *Seu Rio, Sua Rua*, or "Your Rio, Your Street" – warrants close examination.

Coordinated by the Municipal Secretariat of Public Order of Rio de Janeiro (SEOP), the CEP program combined urban rehabilitation and public space management interventions with targeted preventive actions by the Municipal Guard at crime hot spots to reduce street crime. The program was developed in partnership with the Center for Applied Science in Public Security at the Fundação Getulio Vargas (FGV CCAS), which supported its design and implementation and conducted its evaluation.

The program was launched in 2021 as a pilot in Méier, a neighborhood in the North Zone of Rio de Janeiro, an area characterized by heavy pedestrian traffic, diverse commercial activity, a concentration of public facilities, and a high incidence of street crime. The selection of the pilot area was guided by crime incidence analysis and the need to test the administrative feasibility of implementing interventions involving multiple municipal agencies. This article discusses the results and feasibility of this approach in Brazil, drawing on findings from an independent evaluation (Guerra et al., 2025) that estimates a reduction of approximately 32% in street crime and nearly 60% in thefts during the pilot implementation period.

To that end, the article presents: (i) the program's theoretical foundations, logical model, and governance structure designed to enable execution and coordination across multiple municipal agencies; (ii) the implementation of information management across operational and strategic levels; and (iii) the political and institutional challenges of implementing and scaling a program that draws on the efforts of multiple agencies. The experience reveals progress in the flow of information between territorial operations and central management, while also exposing difficulties in sustaining governance arrangements and scaling the policy over time.

The article is organized as follows. Section 2 outlines the program's design, implementation, and pilot impacts. Section 3 examines the challenges and lessons learned from institutionalizing and scaling territory-based municipal prevention policies. Section 4 presents the conclusion.

2. THE CEP PROGRAM: RATIONALE, IMPLEMENTATION, AND IMPACT

2.1 Design

The Conjunto de Estratégias de Prevenção (CEP) was a crime-prevention program built on an evidence-based logical model grounded in the scientific literature on the spatial concentration of crime and the recognized role of municipal governments in preventing street crime. The program rested on the premise that targeted, low-cost, and coordinated interventions across municipal agencies can reduce the situational factors associated with criminal activity. The program's logical framework is illustrated in Figure 4.

The intervention logic was structured around three operational pillars: (i) the systematic use of territorial data to set priorities; (ii) interagency coordination among municipal agencies with jurisdiction over public space; and (iii) targeted preventive action through the Municipal Guard's continuous presence.

The initial diagnostic focused on street crimes, particularly robberies and thefts against pedestrians, using the Brazilian Institute of Geography and Statistics (IBGE) statistical grid, composed of 200 m × 200 m cells. This unit of analysis enabled the identification of specific micro-locations and the production of a ranking of areas with the highest incidence of these offenses, as shown in Figure 3 and Table 3 (Appendix). The analysis revealed that approximately 1.3% of spatial micro-units accounted for roughly 25% of street crimes in the municipality; 5.3% accounted for 50%; and 13.7% accounted for 75% of all recorded incidents.

This quantitative analysis was complemented by technical field visits conducted by teams from SEOP and other municipal agencies. These visits identified situational factors associated with crime, including dense pedestrian flow, insufficient street lighting, poor visibility, limited escape routes, disorderly occupation of public space, and deterioration of public squares. Visual examples of these conditions are presented in Figure 5.

The program's logic incorporates an intervention matrix that maps, for each prioritized micro-location, a set of actions, and the agencies responsible for their execution. The typology of actions and the framework of institutional accountability are detailed in Figure 1. To test this approach, a sub-area within the central portion of the Méier neighborhood was selected for its intermediate levels of institutional and social complexity and its high incidence of street crime. The area is characterized by multiple factors associated with opportunistic crime (a commuter rail station, bus stops, dense commercial activity, and public facilities), placing it among the micro-locations with the highest concentration of street crimes in the municipality. The pilot perimeter is delineated in Figure 4B. Once the area was prioritized, SEOP's technical team conducted a detailed on-site assessment, identifying all potential public space improvement actions and planning the deployment of a dedicated Municipal Guard unit assigned exclusively to the perimeter.

To operationalize these interventions, an interagency governance structure was established to define roles, responsibilities, and coordination routines. This arrangement involved meetings at three tiers: strategic, tactical, and operational. The systematization of this arrangement is outlined in Table 2.

2.2 Implementation

The pilot program was launched in November 2021 under SEOP's leadership, with support from the North Zone Sub-Prefecture and coordination across municipal agencies. The Municipal Guard played a central role in the strategy, with targeted deployments focused on the micro-locations identified during the diagnostic phase.

Before field deployment, officers completed a 40-hour training program held in the final week of September 2021. The curriculum covered community policing, problem-oriented policing, conflict mediation, standard operating procedures, and the use of data for territorial targeting (Prefeitura da Cidade do Rio de Janeiro, 2021a).

The guards assigned to the program received training to build familiarity with the rationale for territorial targeting, the new personnel allocation model, and problem-oriented policing. The course content and operational procedures are detailed in the program's training materials (Prefeitura da Cidade do Rio de Janeiro, 2021d). This training was important in fostering officers' understanding of and commitment to the program's operational changes by making the logic of territorial targeting and personnel reallocation explicit.

In total, 93 municipal guards were trained, and 72 officers were directly assigned to the intervention perimeter, operating in pairs across shifts designed to ensure continuous presence in the territory. Prior to the program, the Municipal Guard had no regular presence during the night shift; following the launch of the CEP, patrols were extended to cover nighttime hours, aligned with peak windows of street crime incidence.

Staffing levels were calibrated using historical crime data, transit infrastructure characteristics, commercial profiles, and population density. Officers assigned to the CEP wore distinctive program armbands that served both internal and external functions: (i) reinforcing a sense of shared mission and facilitating field supervision; and (ii) signaling a continuous, organized municipal presence within the perimeter, thereby increasing operational predictability.

Urban interventions included installing 35 surveillance cameras, repairing or installing 149 streetlights, regulating street vendors, refurbishing public squares, and placemaking activities to animate public space. These efforts were integrated with social assistance initiatives for the people experiencing homelessness. Visual documentation of these interventions is shown in Figure 6 (Appendix).

Implementation required coordination across a wide range of secretariats and agencies, including the Municipal Guard, the Department of Social Assistance, Comlurb (municipal waste management enterprise), the Fundação Parques e Jardins (parks and gardens foundation), RioLuz (public lighting), departments of local licensing and code enforcement, and the Rio Operations Center (COR-Rio). During the preparatory phase, more than 800 discrete tasks were mapped and distributed among approximately ten secretariats and agencies. Throughout this process, the subprefect's leadership was central. Their active involvement provided a source of executive authority, aligning different municipal departments around a shared objective and ensuring that interventions in the target territory received priority. This role was critical in overcoming administrative bottlenecks, managing interagency operations, and securing the simultaneous execution of the interventions required to launch the CEP.

During the implementation cycle, more than 100 street vendors operating informally in the area obtained formal municipal licenses to operate at designated, demarcated stalls. Before licensing, vendors completed an educational program covering municipal ordinances (*posturas municipais*), i.e.,

regulations governing the use and occupation of urban space, and conduct in public areas. All vendors received new equipment, and the Office of Urban Control Coordination remapped the ground layout, clearing access routes and reorganizing sidewalk use to avoid obstructing sightlines. This process was important for consolidating the program, as it brought local traders into contact with municipal authorities and fostered informal mechanisms of surveillance and regulation of public space use.

Continuous monitoring was conducted through a dedicated SAVE Room (*Sala SAVE*) integrated into COR-Rio. This structure was designed to monitor the area via the installed camera network, use live incident data for ongoing territorial assessment, and generate administrative records to open service requests with the relevant municipal agencies. From its inception, the SAVE Room was conceived as a structure capable of evolving to assume a central role in the day-to-day management of urban infrastructure demands. Drawing on continuous ground-level monitoring, the team developed a standard operating procedure to classify incoming demands by urgency and impact. Every issue identified within the territory was logged, tracked, and followed up by the SAVE Room, which relied on pre-designated focal points within each municipal agency to open and manage service orders.

A core element of the program's design was its formalization through a municipal decree (Decreto nº 49.768, 2021), which codified the program's objectives, guidelines, participating agencies, and inter-agency coordination routines (Prefeitura da Cidade do Rio de Janeiro, 2021a). This formal institutionalization sought to reduce reliance on individual leadership, insulate the program from electoral cycles, and enhance administrative predictability. The decree also established minimum structural deliverables, including a governance plan, a monitoring framework, and an impact evaluation design (Prefeitura da Cidade do Rio de Janeiro, 2021a).

2.3 Impact

The impact of this experience must be assessed against the program's primary objective: the prevention of street crime. A descriptive comparison of street crime trends in the pilot area relative to the rest of the municipality suggests an increase during the implementation period (Figure 2). Although this type of descriptive tracking is commonly used to monitor crime indicators, it is insufficient for causal inference, as it does not isolate concurrent influences affecting the outcome of interest. This limitation is particularly relevant here, since the intervention period coincided with the resumption of urban activity following the most acute phase of the COVID-19 pandemic, a period during which crime rates were returning to pre-pandemic levels across the city.

Guerra et al. (2025) address these limitations by applying the synthetic difference-in-differences (SDID) method to estimate the causal impact of the pilot (Arkhangelsky et al., 2021). This approach enables the identification of program effects in the absence of random assignment of the treatment territory. The core identifying assumption is the absence of contemporaneous shocks specific to the treated territory that would violate the parallel trends assumption relative to the synthetic counterfactual, a condition deemed plausible in the case of Méier.

The main findings, summarized in Table 1, indicate a statistically significant reduction of approximately 32% in overall street crime and nearly 60% in thefts (*furtos*) during the pilot implementation period, equivalent to more than 50 thefts prevented over six months. Estimates from the classic synthetic control method point in the same direction and should be interpreted as reflecting the effect of a coordinated package of interventions.

The observed decline was driven primarily by a reduction in thefts – an offense category highly sensitive to changes in situational conditions in public space. The reduction in robberies – which involve violence or the threat of force – was suggestive but less pronounced. The estimated treatment effects indicate that the CEP reduced the total incident rate by 361 per 100,000 individuals ($p < 0.05$), with the theft rate falling by 181 per 100,000 individuals ($p < 0.05$). Although the robbery rate also declined (by 53 per 100,000 individuals), pre-intervention trend dynamics suggest this result should be interpreted with caution.

By treating the entire Méier neighborhood as the unit of analysis, the evaluation internalizes potential spatial spillovers within the treated territory. The criminological literature holds that opportunistic crimes are highly dependent on specific situational conditions, and that interventions altering those conditions tend to eliminate concrete criminal opportunities rather than displace them to adjacent areas that do not share the same environmental characteristics (Braga et al., 2014; Weisburd, 2015).

3. CHALLENGES AND LESSONS LEARNED

The applied case study of the CEP program demonstrates how municipal instruments can be organized into a place-based strategy for street crime prevention. This experience also highlights clear limits to generalizability and scalability. The pilot was implemented in an intentionally selected territory, a feature inherent to the logic of pilot programs in public administration. The primary objective was not to test an isolated mechanism under experimental conditions but to assess the administrative feasibility, institutional design, and coordinated execution of a place-based municipal prevention policy. This section discusses the organizational lessons learned and the challenges identified.

The first challenge concerns the institutionalization of a pilot initiative into stable organizational routines. The CEP's design incorporated a formalization mechanism through a municipal decree that codified its objectives, guidelines, and institutional responsibilities (Prefeitura da Cidade do Rio de Janeiro, 2021a). This formalization enhances administrative predictability and facilitates interagency coordination and internal accountability. However, the case suggests that a decree is necessary but not sufficient. Sustaining operational routines ultimately depends on continuous political prioritization and the administrative capacity to execute, monitor, and coordinate deliverables.

The program's design called for meetings at three tiers with clearly defined objectives, alongside periodic monitoring of deliverables and field-level issues within the prioritized perimeter (Prefeitura da Cidade do Rio de Janeiro, 2021c). These meetings did not become fully institutionalized, particularly at the strategic level, which envisioned regular meetings with the mayor. Accounts from technical staff involved in the program indicate that organizational changes were most pronounced during the pilot's initial phase.

Over time, several routines lost regularity. Coordination came to rely on individual efforts rather than stable institutional mechanisms, reducing the predictability of the arrangement and hindering its expansion to other territories. The absence of sustained attention at the strategic level considerably undermined the mobilization of actions that depended on multiple agencies, each operating under its own institutional agenda.

The second challenge is sustaining the information–management–territory triad as a standard organizational routine. The decree mandated the use of an information system to support the program

and manage the flow of service demands among agencies (Prefeitura da Cidade do Rio de Janeiro, 2021a). Management gains were realized when field-generated data was successfully converted into administrative decisions: problems reported, agencies activated, deliverables tracked, and outcomes logged. As an indicator of operational activity within the territory, the CEP Standardized Action Guide recorded, for the Méier perimeter, 123 mission orders, 1,232 infractions, and 1,746 service interventions, along with 14 officially recorded criminal incidents during the period analyzed (Prefeitura da Cidade do Rio de Janeiro, 2021b).

These records attest to the intensity of operations and to the presence of systematic reporting and accounting routines. The establishment of a regular channel for reporting and deliberation – previously absent from municipal prevention policy – marked a meaningful step forward, even if its maintenance depended heavily on interpersonal relationships. In the absence of institutionalized dispatch and monitoring mechanisms, however, diagnostic outputs risked becoming little more than a catalog of unresolved problems. The CEP functioned most consistently when reporting routines were tightly integrated with governance meetings and the dedicated monitoring room.

The third challenge concerns scalability. The CEP was conceived as a package of low-cost, micro-level interventions at crime hot spots, with the potential to scale across multiple micro-areas of the municipality. In practice, however, the program was implemented with a dedicated contingent of Municipal Guards, and expanding to other localities faced significant structural constraints related to personnel deployment — most notably the shift schedule of 24 hours on duty followed by 72 hours off. It bears noting that a minimally workable organization of labor in the criminal justice system is difficult to sustain under 24-hour shift arrangements (Reiner, 2002). This constraint placed a structural ceiling on expansion, and, compounded by the program's lack of sustained attention at the strategic level, ultimately prevented its replication in other localities.

4. CONCLUSION

The challenges and lessons learned from the design and implementation of the CEP program suggest that place-based municipal prevention policies can yield meaningful results when they effectively integrate spatial targeting, interagency coordination, and data-driven management. At the same time, the case demonstrates that the sustainability of this type of policy depends less on its short-term effectiveness and more on the local government's capacity to institutionalize routines, maintain political prioritization at the strategic level, and align policy design with execution over time.

The CEP shows that relatively simple mechanisms, such as systematic territorial diagnostics, formalized governance arrangements, training for street-level officers, and operational standardization, can reorganize municipal action in public space. It also reveals that, in the absence of continued support from top leadership to sustain stable coordination mechanisms and continuous administrative capacity, these arrangements tend to lose momentum after the initial implementation phase.

The primary contribution of this case lies not only in the outcomes observed in the pilot territory but also in the institutional lessons it offers to public managers seeking to develop place-based prevention policies in complex urban settings. The CEP illustrates both the potential and the limits of municipal action in crime prevention: while the integration of governance, information, and execution generated gains across the territory, the fragility of these arrangements over time exposes the challenges of institutionalizing such a policy.

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Yasmin dos Santos: Conceptualization (Supporting); Data Curation (Equal); Formal Analysis (Supporting); Funding Acquisition (Supporting); Investigation (Supporting); Methodology (Supporting); Project Administration (Supporting); Resources (Supporting); Software (Supporting); Supervision (Supporting); Validation (Supporting); Visualization (Equal); Writing – Original Draft (Equal); Writing – Review & Editing (Equal).

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REASEARCH DATA AVAILABILITY

The full dataset supporting the results of this study is available upon request from the corresponding author, Joana Monteiro.

CONFLICT OF INTEREST

The authors declare no conflict of interest.

ARTIFICIAL INTELLIGENCE USAGE

The artificial intelligence tool ChatGPT was used to assist with technical and grammatical revision of the text and reference formatting.

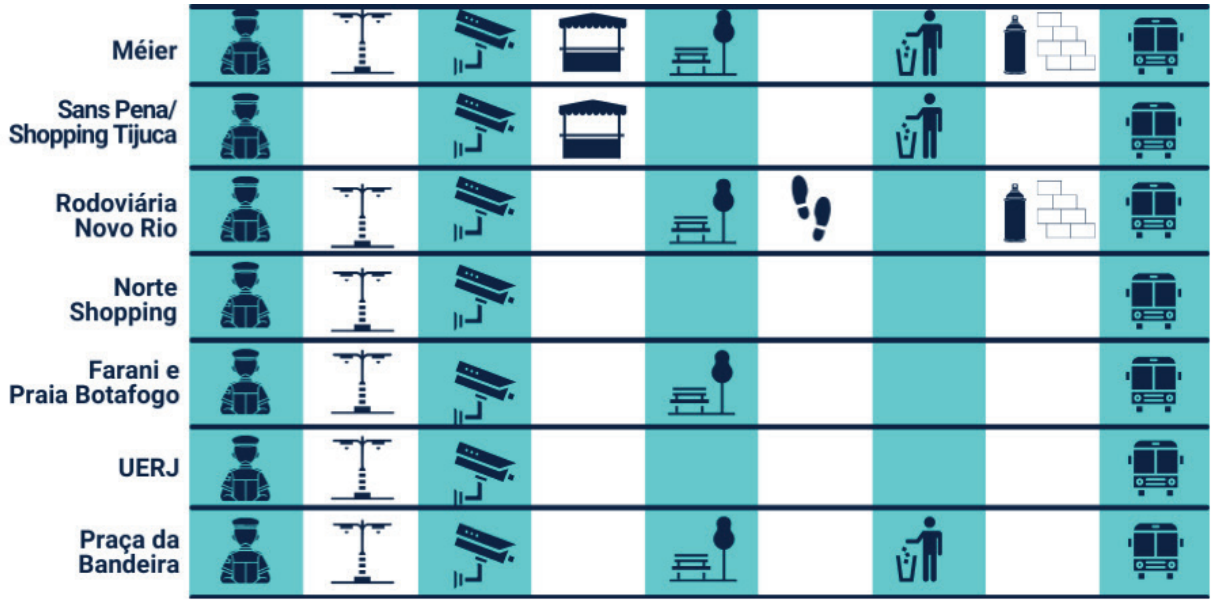
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APPENDIX

COMPLEMENTARY FIGURES AND TABLES

FIGURE 1 INTERVENTION MATRIX

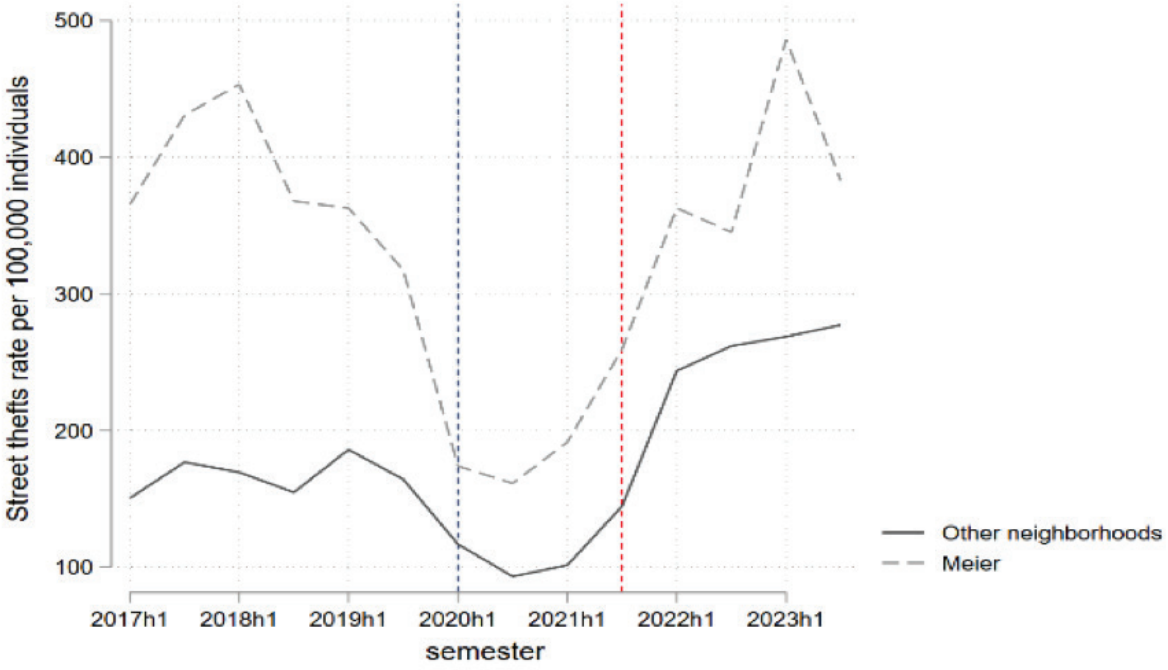


Note: Icons indicate, respectively: presence of the Municipal Guard (agent), installation of public lighting (pole), requalification of squares and urban furniture (bench and tree), regulation of street vendors (stall), urban interventions and natural surveillance (footprints), urban cleaning and maintenance (trash can), promotion of art and culture (spray), and renovations to sidewalks and bus stops (shelter).

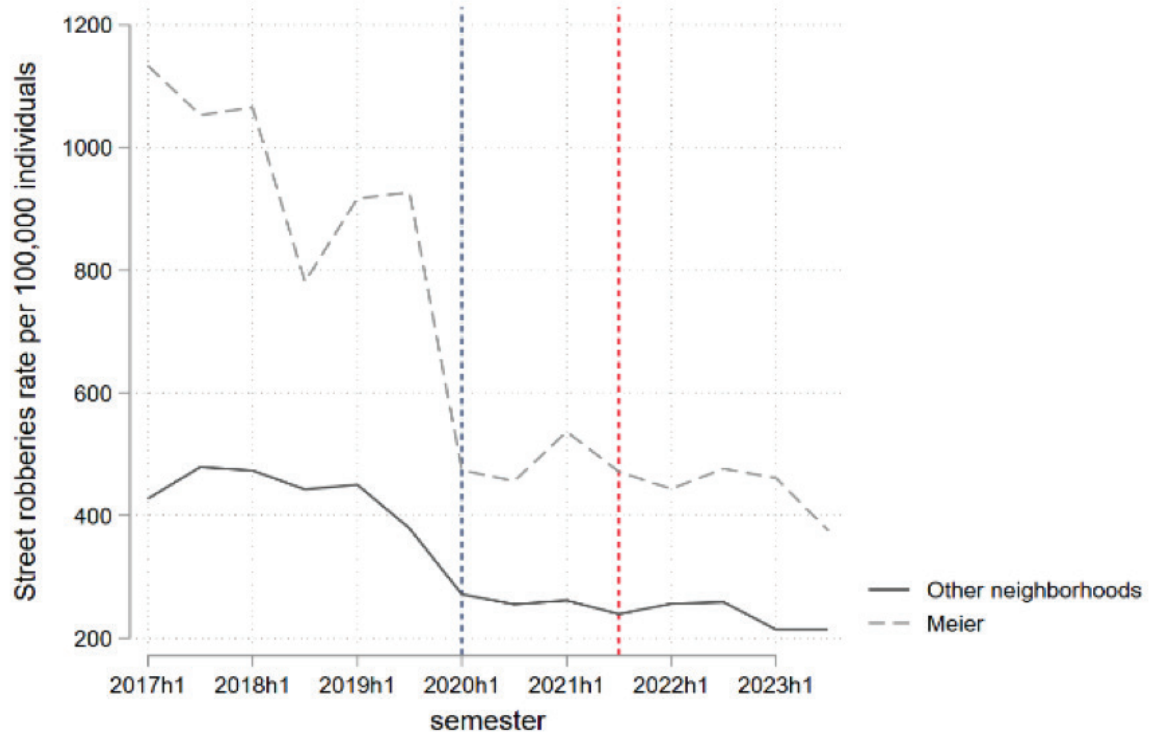
Source: Elaborated by the authors based on information from Seop-Rio.

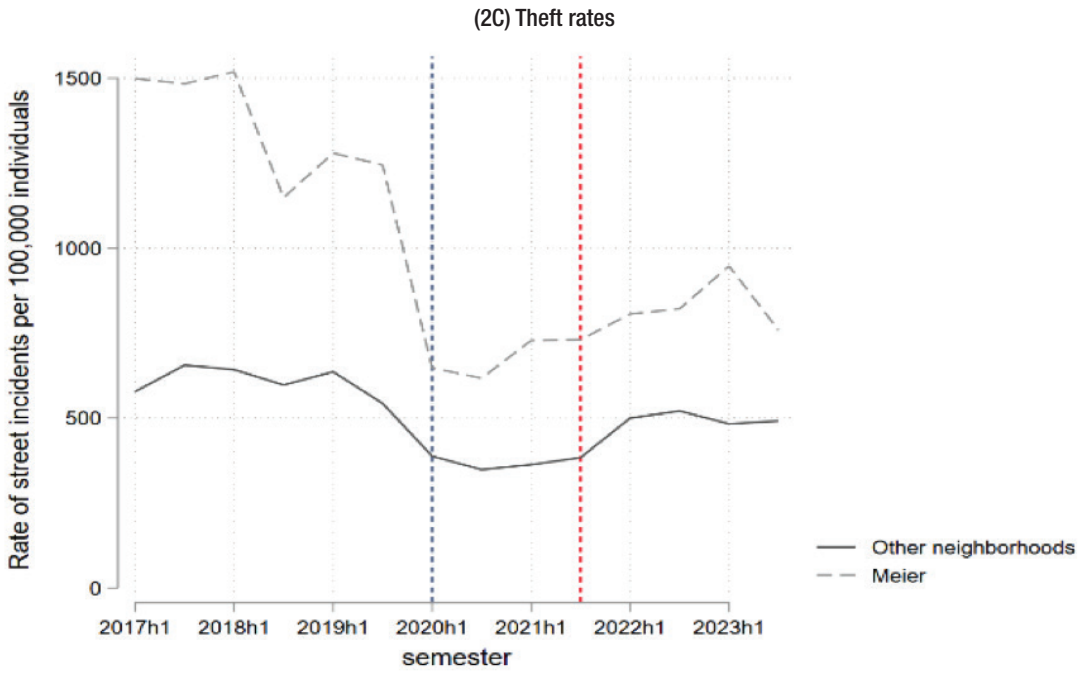
FIGURES 2A, 2B, 2C TIME SERIES OF CRIMINAL INCIDENTS

(2A) Crime incidence rates



(2B) Robbery rates





Note: The figure illustrates the evolution of street crimes (robberies and thefts), both in aggregate and separately, between 2017 and 2023. The vertical lines indicate: green, the beginning of the COVID-19 pandemic; red, the beginning of the CEP Program. The letter "h" represents the semester.

Source: Elaborated by the authors based on data from ISP Dados (Instituto de Segurança Pública).

TABLE 1 SUMMARY OF THE MAIN RESULTS OF THE CEP PROGRAM PILOT

Dimension	Main Result	Source and method
Crime – Total Street Crimes	Approximately 32% reduction in street crimes in the intervention area during the pilot implementation period (Méier).	Guerra, et al. (2025), Synthetic Differences in Differences (SDID)
Theft	An almost 60% reduction in thefts compared to the synthetic counterfactual, equivalent to more than 50 thefts prevented over a six-month period.	Guerra, et al. (2025), SDID.
Robbery	Reduction in robberies, with a smaller magnitude and a more cautious interpretation given pre-intervention trends.	SDID and synthetic control.
Implementation and Coordination	Strengthening intersectoral coordination, with greater integration among secretariats and improving information flow between the territory and the strategic level.	Seop-Rio Team, interviews
Institutional Capacity	Training of municipal guards for territorial and problem-oriented action, with a review of operational and monitoring routines.	Seop-Rio Team, interviews
Scalability	Difficulties with institutionalization and maintaining strategic-level involvement limited the program's expansion to other areas of the city.	City Hall managers, interviews

Note: The quantitative results summarized in this table are extracted from Guerra et al. (2025), published in Economics Letters. The evaluation was conducted independently, using SDID. This article does not re-estimate the program's causal effects. The qualitative results were synthesized based on meetings and interviews with public managers involved in the project.

Source: Elaborated by the authors.

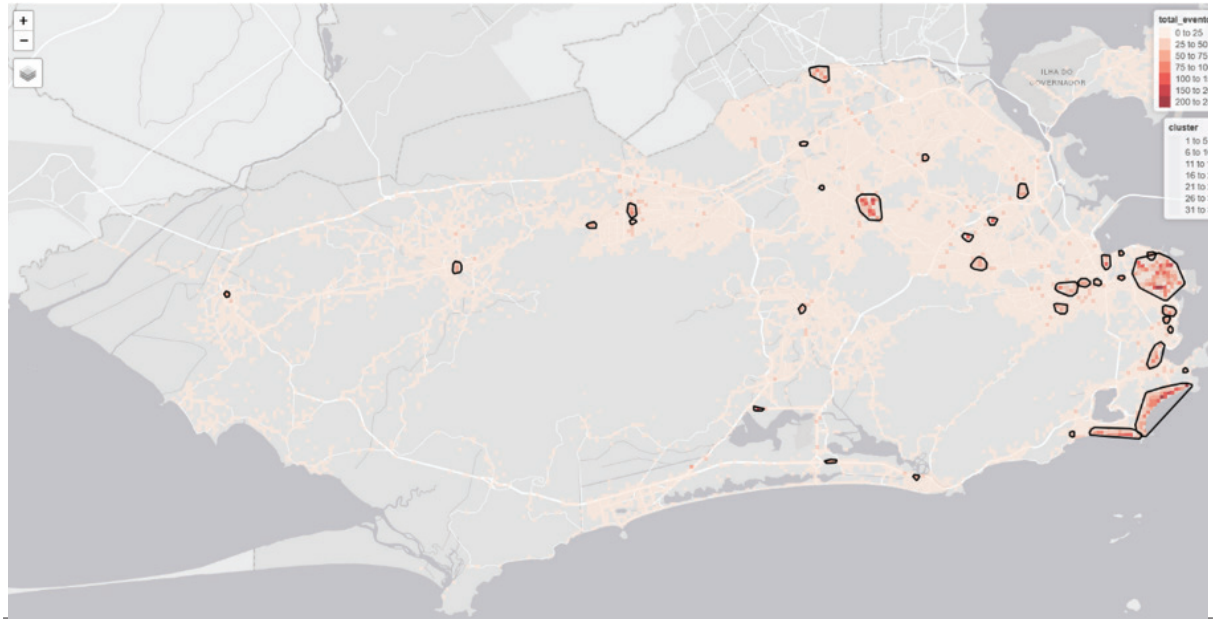
TABLE 2 GOVERNANCE ARRANGEMENT OF THE CEP PROGRAM

Meeting	Leader	Frequency	Objective	Participants	Function
Strategic level	Mayor	Bi-monthly	Ensure political alignment, monitor overall results, and unlock intersectoral coordination problems	Seop (secretary)	Present a summary of results, bottlenecks, and demands that require political intervention
				Municipal Guard (GM) (inspector-general)	Report operational performance and main challenges in the territory
				Other involved secretariats (secretaries summoned)	Report on the progress of actions under their responsibility
Tactical Level	Secretary SEOP	Monthly	Monitor program progress, discuss adjustments, and conduct operational coordination	SEOP (secretary, technical team, and any internal agencies)	Consolidate information, organize deliberations, and forward decisions
				GM (Operations Director / Area Sub-Inspector)	Present a summary of actions performed and operational demands
				Other secretariats (focal points indicated by their respective secretaries)	Report completed deliverables and propose solutions to identified problems
Operational level	Undersecretary of Planning SEOP / GM Sub-Inspector	Fortnightly	Monitor local problems, organize information, and optimize the dispatch of demands	SEOP (technical team and internal areas, when necessary)	Present territory data (criminal, environmental, planning) and identify operational blockages
				GM (Sub-Inspector and local leaders)	Report field work, challenges, and immediate needs
				Urban Control Coordination (focal point indicated by the coordination)	Present planning and inspection actions
				Other secretariats (focal points)	Present operational solutions to the mapped problems

Note: The arrangement was designed to structure intersectoral coordination, reduce articulation costs, and transform territorial diagnoses into administrative decisions.

Source: Elaborated by the authors based on the decree creating the CEP Program and internal governance and implementation documents.

FIGURE 3 CONCENTRATION OF CRIMES AND HOT SPOTS IN THE CITY OF RIO DE JANEIRO



Note: The figure summarizes the spatial concentration of street crimes in the municipality of Rio de Janeiro: approximately 1.3% of the urban network cells account for 25% of street crimes; 5.3% account for 50%; 13.7% account for 75%; and 44.5% of the cells account for 100% of street crimes (total distribution).

Source: Elaborated by the authors based on data from ISP-RJ.

TABLE 3 RANKING OF THE 35 MICROLOCALITIES WITH THE HIGHEST CONCENTRATION OF STREET CRIMES (2019)

Rank	Area	Zone	Robberies	Thefts	Total	%
1	Center/Lapa	Center	2,794	3,176	5,970	9.3%
2	Orla de Copacabana	South Zone	1,064	2,502	3,566	5.6%
3	Mercadão de Madureira	North Zone	1,159	803	1,962	3.1%
4	Orla de Ipanema	South Zone	674	1,245	1,919	3.0%
5	Praia de Botafogo	South Zone	502	306	808	1.3%
6	Pavuna	North Zone	680	97	777	1.2%
7	Maracanã/Universidade do Estado do Rio de Janeiro (UERJ)	North Zone	315	321	636	1.0%
8	Rua Dias da Cruz (Méier)	North Zone	335	190	525	0.8%
9	Metrô Saens Peña/Shopping Tijuca	North Zone	210	211	421	0.7%
10	SuperVia Bonsucesso	North Zone	267	112	379	0.6%
11	Calçadão de Bangu	West Zone	244	112	356	0.6%

(Continue)

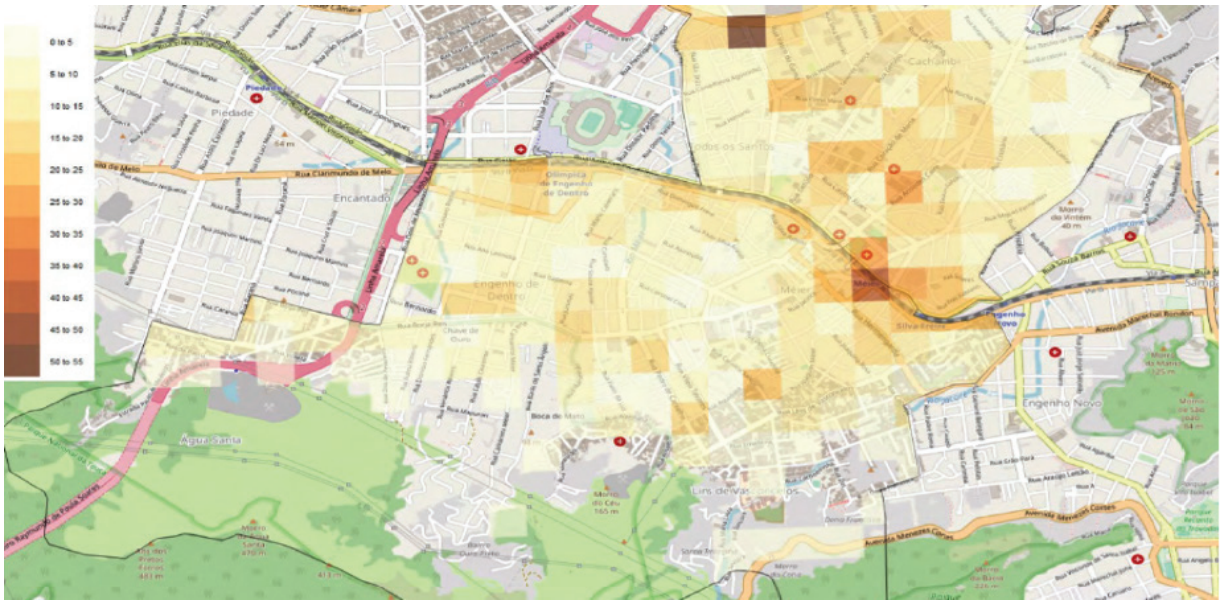
Rank	Area	Zone	Robberies	Thefts	Total	%
12	Metrô Catete	South Zone	155	192	347	0.5%
13	Rodoviária Novo Rio	Center	183	114	297	0.5%
14	SuperVia Campo Grande	West Zone	102	181	283	0.4%
15	SuperVia São Cristóvão	Center	143	100	243	0.4%
16	Norte Shopping	North Zone	141	74	215	0.3%
17	Parque Olímpico da Barra	West Zone	20	179	199	0.3%
18	Largo do Machado	South Zone	88	107	195	0.3%
19	Shopping Nova América	North Zone	135	56	191	0.3%
20	New York City Center (Barra da Tijuca)	West Zone	95	95	190	0.3%
21	Praça da Bandeira	North Zone	146	42	188	0.3%
22	Terminal Bandeira Brasil (Taquara)	West Zone	92	79	171	0.3%
23	Av. Santa Cruz (Senador Camará)	West Zone	138	27	165	0.3%
24	Carioca Shopping	North Zone	114	43	157	0.2%
25	Praça Dr. Raimundo Paz/Praça da Fé (Bangu)	West Zone	113	37	150	0.2%
26	Praia do Flamengo	South Zone	61	68	129	0.2%
27	Metrô Praça Onze	Center	81	45	126	0.2%
28	Largo da Prainha	Center	37	78	115	0.2%
29	Praça Atahualpa	South Zone	41	69	110	0.2%
30	Atacadão Guadalupe	North Zone	90	19	109	0.2%
31	Metrô Jardim Oceânico	West Zone	59	46	105	0.2%
32	SuperVia Santa Cruz	West Zone	43	58	101	0.2%
33	SuperVia Bento Ribeiro	North Zone	82	16	98	0.2%
34	Av. Rodrigues Alves (próx. Morro da Gamboa)	Center	27	69	96	0.1%
35	Praia Vermelha	South Zone	32	44	76	0.1%

Note: Street crimes correspond to the sum of street robberies and thefts registered in 2019. The % column reports the relative participation in the total number of street crimes in the municipality.

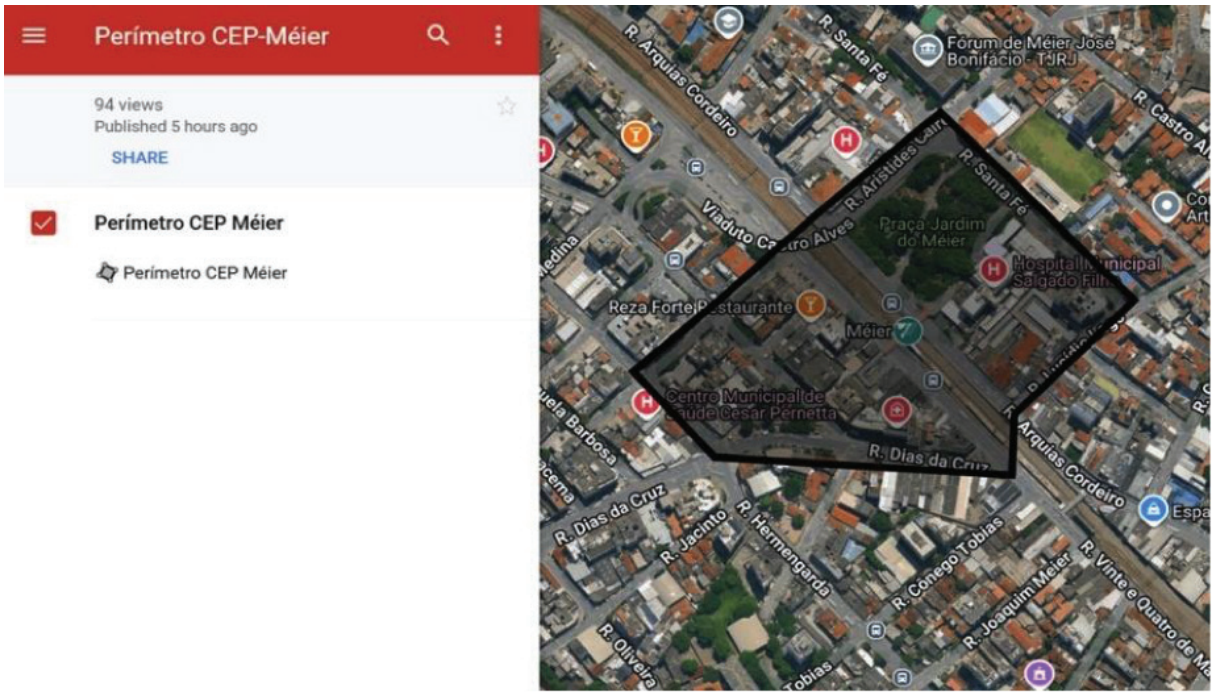
Source: Elaborated by the authors based on data from ISP-RJ.

FIGURES 4A, 4B, 4C CENTRAL REGION OF MÉIER AND INTERVENTION PERIMETER OF THE CEP PROGRAM PILOT

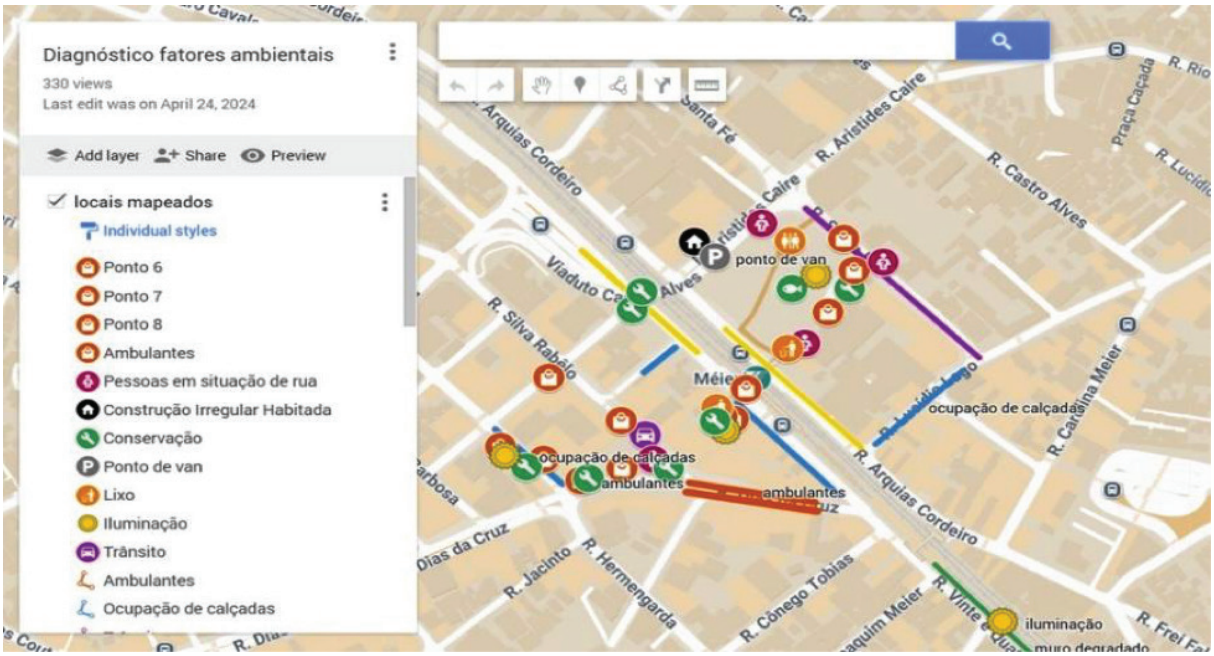
(4A) Central region of Méier: Street crime hotspot



(4B) Focus of the intervention: Perimeter of the CEP Program pilot project



(4C) Focus of the intervention: Mapped environmental factors



Note: The panel presents (a) a street crime hotspot in the central area of Méier at the cell level (200 m x 200 m); (b) the perimeter of the CEP Program pilot intervention in Méier; (c) environmental factors mapped within the intervention perimeter.

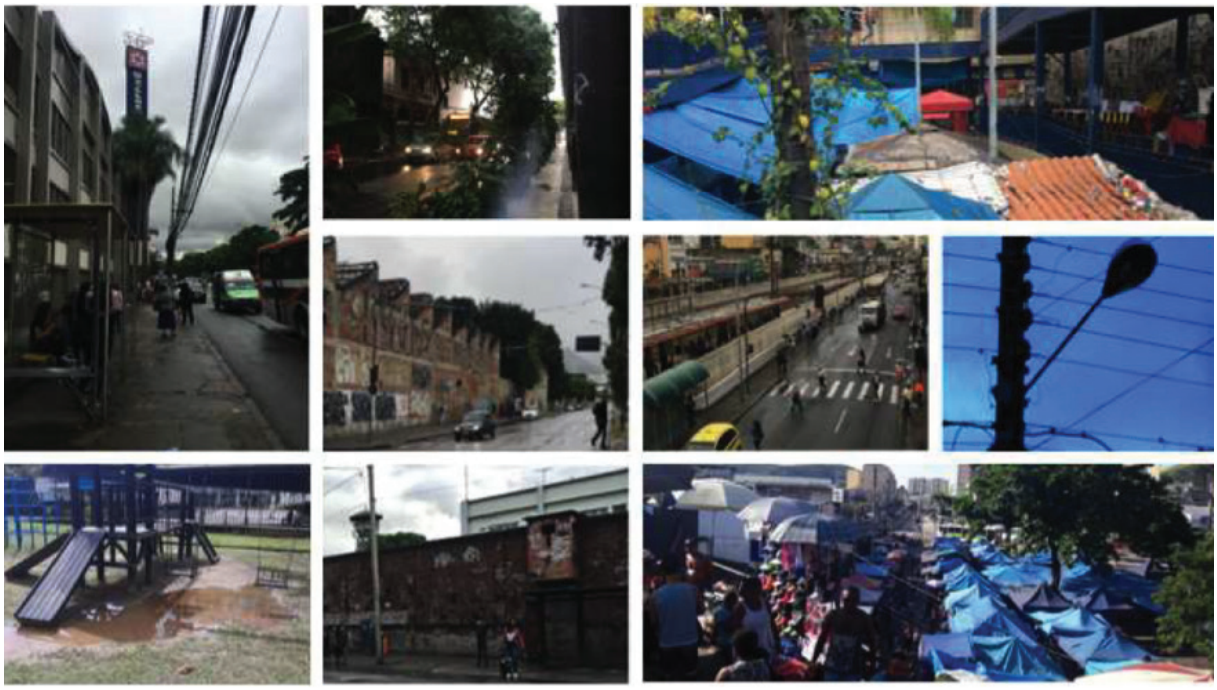
Source: Elaborated by the authors based on data from ISP-RJ.

FIGURE 5 LOGICAL FRAMEWORK OF THE CEP PROGRAM – YOUR RIO, YOUR STREET

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Budget Infrastructure Operational materials Human resources Legal support Strategic consulting Diagnosis of hot spots	Training the municipal guard (MG) to work preventively and target the territory Increasing the MG's presence in hours/places with higher crime incidence Improving public lighting and urban planning Installing surveillance cameras at strategic points Promoting initiatives for the unhoused population Mapping data and technologies, and building information flow	Trained guards and patrol reorganized to focus on the problem Well-lit, orderly urban space with surveillance cameras. Unhoused individuals were referred to social assistance services. Continuous monitoring system for local issues, with dispatch to the relevant municipal agencies.	Urban rehabilitation (improved street management and circulation, lighting, and sanitation). Increased surveillance in public spaces.	Reduction of opportunistic crimes Reduction in fear of crime

Source: Elaborated by the authors.

FIGURE 6 CHALLENGES IDENTIFIED IN LOCATIONS WITH HOTSPOTS



Source: Personal archive and SEOP-Rio.

FIGURE 7 BEFORE AND AFTER THE ACTIONS CARRIED OUT IN THE PILOT OF THE CEP PROGRAM



Source: Personal archive and SEOP-Rio archive.