

# PEACE IN PRACTICE FOR A FAIRER, SAFER, AND MORE DEMOCRATIC BRAZIL FOR ALL PEOPLE

How Sou da Paz has contributed to the country  
over the last five years (2019 – 2023)



Instituto **SoudaPaz**  
Peace in practice

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**Just over five years ago, Instituto Sou da Paz defined its five-year strategic plan that covered the cycle ending in 2023.** It was a collective effort, involving our team, the executive director, and the board of trustees; it was inspired by the knowledge accumulated over more than two decades; a public security reality characterized by long-term structural problems and many emergency problems as well, and the challenges we would face during the period.

We chose two challenging priorities for Brazil and for Sou da Paz. On the one hand, attracting more people dedicated to discussing and shaping better public security policies, with strengthened social control, a more engaged, well-informed society on the subject, youth participation, and propositional electoral debates. On the other hand, the promotion of effective state policies, thus reducing impunity for violent crimes, strengthening the capacity to solve homicides, giving visibility to results-based management policies in public security, and removing weapons — especially illicit ones — from circulation in the country.

These achievements have taken place not only in public security but also in the institutional field. Sou da Paz ends this five-year period somewhat strengthened, with its management also becoming a benchmark. Our extremely competent team has made progress in promoting racial and gender equality. Besides, Sou da Paz has robust compliance mechanisms, an approved code of conduct, clear and transparent procedures, and funding partners who have sustained their confidence in our work over the years. We will be 25 years old in 2024 — a historic milestone for one of Brazil's longest-lived and most institutionally consolidated civil society organizations.

It has been a complex five years, with an adverse political context for civil society organizations and a significant risk to Brazilian democracy. These five years were also marked by the biggest pandemic of the century, which generated fear and insecurity, impacting public health and the lives of all Brazilians, forcing us to completely restructure our way of working. It was also necessary to reconcile the dual challenge of seeking to implement exemplary public policies in the states, working towards an agenda for the future, while at the same time containing the setbacks that were underway and threatened the course of public security and democratic normality. Faced with a government that defined the unbridled facilitation of access to arms and ammunition by civilians as its priority agenda in the field of security, we plunged, for much of this period, into the trenches of containing setbacks, while still seeking to take more significant flights into the future.

We end this cycle with the merit of being able to say that the setbacks in firearms control policy have been contained. With a more aware society and the change in the federal government, we are working from 2023 onwards to resume a national gun policy. We have provided technical support to the drafting of new responsible control regulations, generating both immediate and long-term impacts on improving public security and preventing armed violence. We know, however, that the work is not finished. On the one hand, there is still a long way to go to avoid the bad fate of the weapons put into circulation. On the other hand, there is still tremendous resistance and willingness to take up mechanisms that facilitate access to weapons and ammunition, especially in Congress.

But our efforts, as you will read below, went far beyond weapons. To set agendas for the future, we worked in partnership with state governments such as those of Espírito Santo, Paraíba, and São Paulo. On the national level, we conducted analyses on the profile of armed violence against women, racial inequality, and the cost of armed violence, in addition, of course, to help make the issue a national concern. In São Paulo, we worked with the Military Police, helping to improve methods of use of force. This work also faces challenges and resistance, as seen in the latest decisions by the São Paulo government.

In this balance between containing setbacks and promoting advances regarding projects for the future, we have managed to sustain Sou da Paz's standing: an organization that produces technical knowledge while positioning itself politically and that is, above all, capable of promoting unlikely dialogues, working with public managers and the police, and producing applied knowledge based on the know-how of those at the forefront. It is also our policy to bring groups to the discussion table that historically have not been considered — for instance, by fostering connections and dialogues with youth, especially black, peripheral youth.

By producing this report that consolidates the main challenges and results of these last five years, one can see how much we have worked, but above all, the magnitude of the achievements — and the challenges — for the next five years. I hope that by reading the material in the following pages, you have the same feeling.

**CAROLINA RICARDO**  
EXECUTIVE DIRECTOR





## AREAS OF ACTIVITY

2019-2023

Public safety is one of Brazilians' biggest concerns. Violence, fear, and impunity for violent crimes restrict both our development and the implementation of "peace in practice" in Brazil every day. However, there are cases of **public policies** capable of providing effective responses to these problems. Despite the challenges, Brazil has the potential to become a fairer, safer country for its population. It is with this goal that we have been working for 25 years, developing social technologies, mobilizing society, and implementing solutions to the main problems involving public security in Brazil.

In 2019, we began a strategic planning cycle that directed our actions over five years, during which we dedicated ourselves to two important and challenging missions: promoting civic engagement, which focused on society's active participation in the public debate on public safety; and combating impunity for violent crimes, by clarifying homicides, combating arms trafficking in the country, and promoting effective security policies.



**7 EM CADA 10  
ASSASSINATOS NO  
BRASIL FICAM IMPUNES**

Esses crimes **precisam  
ser investigados!**

#OndeMoralImpunidade #ÉNossoDireito

## OUR LEGACY FOR BRAZILIAN PUBLIC SAFETY: BUILDING SOLUTIONS

The debate on Public Security concentrates many controversies since it is conducted in a visceral way, informed by fear, and marked by policies that lack rational justification and are not based on solid evidence. In Brazil, there has historically been an inefficient logic based exclusively on police operations, which are sometimes violent, and on the popular clamor for more punitive measures, as if this were the only way to deal with the problem. This dynamic is driven by the existence of a social base — influenced by fear, deep-rooted prejudices, and the complexities of racial and gender bias — that endorses such measures. The Brazilian population has few practical examples of effective approaches to security policy. People often demand a greater police presence on the streets and more arrests due to the perceived ineffectiveness of the State in properly preventing, investigating, prosecuting, and detaining individuals. “If that is all I see, that is what I am going to ask for”.

After 25 years of work, we at the Instituto Sou da Paz know that this is neither the only, nor the best, nor the most efficient way to promote a truly safe society for all people. We believe in a **comprehensive approach to public security, based on concrete evidence**. We advocate policies that prioritize the prevention of crime, the rehabilitation of offenders, and the promotion of social justice. Furthermore, we seek close cooperation between state institutions, civil society, and the affected communities, intending to build sustainable and inclusive solutions. Our commitment is to public security that is effective, humane, and capable of generating positive results in both the short and long term for all citizens. This transformation in the approach to public security is crucial for the population to start questioning violent and punitive responses, demanding different forms of addressing the problem in a more constructive, democratic, and efficient way.

To question this approach, we need to enrich the debate on public security by expanding the groups and reaching out to more people. Public security is everyone's problem, not just a police issue. That is why, between 2019 and 2023, Instituto Sou da Paz dedicated itself to engaging different groups and people on this topic, shedding light on this other way of conducting public security, involving parliamentarians, public managers, journalists, chiefs of police, law enforcement officers, state governors, judicial bodies, secretaries of state and Brazilian society in promoting dialogues and practices that result in a safer and fairer country for all people.

**Below you will find the main transformations we have promoted over these five years and the legacy we have left for Brazilian public security.**



## MORE PEOPLE ENGAGED IN BETTER PUBLIC SAFETY POLICIES

### ► STRENGTHENED SOCIAL CONTROL

By focusing on opinion makers, we connected with the audiences that these actors engage and promoted massive influence that can potentially reach a sizable portion of society. To do this, we gathered data and information, set agendas, debated, promoted training, and produced quality content that was delivered to millions of people, expanding the potential for the population's social control over security policies.

There is now a **contingent of journalists** in Brazil who specialize in topics such as homicide investigation and firearms control. They have brought into the daily lives of citizens issues and terms that were previously unfamiliar to them, leading society to become

increasingly involved and demand coherent public security policies and accountability from **governments and officials**. This has only been possible and has become a legacy because Instituto Sou da Paz has worked wholeheartedly to train and dialogue with journalists from the most varied press outlets on various public security issues.

In addition to strengthening journalists' outlooks and expertise on public security, we have guided the mainstream media as a way of influencing political decision-making, whether in Congress, the Executive Branch, or the Judiciary (the Supreme Federal Court, for instance).



✓ **We have reinforced the Brazilian press's coverage of public security** by holding the “Dialogues on Journalism, Public Security, and Democracy” meeting, which was attended by journalists from six states.



Guiding the mainstream media is important, but since our goal was to bring different perspectives, realities, and views to the debate and coverage of public security, we also worked with peripheral and community journalists and communicators. Through these groups and by offering training in data journalism, we reached out to the entire country and boosted these journalists' capacity to **exercise social control** and guide their communities in an even more informed way. We have contributed to strengthening the work of professionals who are essential for public security coverage and who produce quality content according to their local realities. This knowledge will be a legacy that will live on with each journalist trained by Sou da Paz and who will use this knowledge in the media outlets they work for.

This collaboration with groups from all regions of the country has also made it possible to create networks, strengthening partnerships with other institutions that are also committed to making the country safer and more democratic.

- ✓ **We boosted this knowledge** through the distribution of the Guide “Public Security in Data: A Practical Guide for Journalists” to journalists across the country.



- ✓ **By making crime statistics available, we have expanded civil society's access to information and ability to seek and obtain information on security.**
- ✓ **We have improved the quality of the public debate on evidence-based security through 25,000 publications on the press.**
- ✓ **We enhanced the ability of 91 journalists to transform data and information into knowledge that will influence political decisions that have a positive impact on society.**

**More than 30 stories** brought the viewpoints and complaints of these journalists to their territories.



## ▶ A MORE ENGAGED AND WELL-INFORMED SOCIETY

Instituto Sou da Paz has become a reference on how to talk about public security with the general public. We strike a balance between the importance of reporting on social media what does not work in the country, the effects of structural racism on security, and the successive attempts of setbacks in policies that have occurred over the last five years and affirmative narratives and **paths for building** a safer society. We talk directly to people and use the power of social media to present potential solutions to the problems regarding violence, injustice, and crime in our country in an accessible, uncomplicated, and good-humored way.

✓ We engaged the Brazilian population in an enhanced debate about ways to build a fairer and safer country, reaching and involving more **than 65 million people through social media**



✓ **More than 5.5 million people** got involved in defending democracy, through the “History is Different With Democracy” and “Democracy is” campaigns, which showed that there are possible ways to build together the democratic public security we all want.





 BELÉM-PA

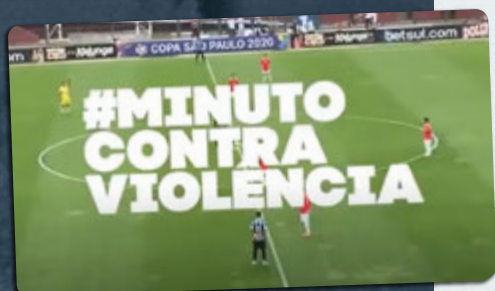


✓ We expanded and strengthened the debate on the urgency of defending security policies that respect democracy and human rights, occupying the streets of six Brazilian capitals.

✓ We amplified the impact on public opinion by engaging new voices. Personalities from different fields joined Sou da Paz and brought to their respective audiences important reflections on public security, democracy, the constant threats to dismantle functional policies, and the importance of everyone's voice in building a safer society for all people.



✓ Together with the São Paulo Football Federation, we promoted the "Minute Against Violence" action during the final match of the São Paulo Youth Football Cup. We got the message across to 11 million people that more than 50% of homicides in Brazil are of young black people and that few are ever solved, highlighting the urgency of providing answers to families who have lost their children.





## ▶ YOUTH PARTICIPATION

Bringing to light the perspective of those **most affected by violence** was crucial to adding even more diversity to the construction of security policies in a participatory way. We amplified the voices and experiences of more than 60 young people aged between 16 and 21, including inmates at the Fundação Casa and residents of outlying neighborhoods in the city of São Paulo, and connected the solutions for public security that they developed with government actors. Built collectively, such solutions were consolidated in the [Juvenile Agenda for the Prevention of Lethal Violence against Black Youth](#). Parliamentarians and public managers received 16 proposals addressing topics such as education, work, social assistance, housing, combat of racism, and public security.



### Youth protagonism was strengthened

through the writing and production of the cypher "[Paz na Favela](#)" (Peace in the Favela) and the [poetry video](#).



We supplied **technical, qualified material with practical recommendations for all campaign teams.**

## ▶ PROPOSITIONAL ELECTORAL DEBATE

Formulating proposals and recommendations to move forward in the construction of public policies is in our DNA. This is why shaping the debate during election periods is fundamental to showing that there are ways to solve the challenges affecting public security. The implementation of actions and policies to reduce violence and promote public security is the responsibility of the three spheres of government: municipal, state, and federal. For this reason, every election period, Sou da Paz creates **proposal programs** that bring together concrete actions to improve these policies.



Sou da Paz engaged public opinion and the main candidates for the Federal Government with the Public Security Is the Solution 2022 Agenda, with a special focus on measures to reverse setbacks and to resume the country's arms and ammunition control policy.



**We created a methodology for the daily monitoring** of relevant facts relating to public security and the candidates' positions on the matter during the elections.



**Through advocacy actions, we worked on the government programs of candidates in five states — Paraíba, Espírito Santo, Pará, Rio Grande do Sul, and São Paulo —** and promoted the candidates' adherence to a set of concrete proposals aimed at improving public security and reducing violence.



For the city of São Paulo, we involved candidates and the population through the Agenda Safer São Paulo — For a city that protects everyone.



Because these proposals are aimed at governments, regardless of their party, **we offer the programs to all candidates running for federal, state, and municipal government in São Paulo at each new election period.**

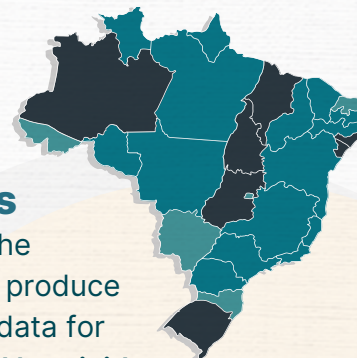


## PROMOTION OF EFFECTIVE STATE POLICIES AND BEST PRACTICES

### ▶ PUBLIC POLICIES THAT REDUCE HOMICIDES

The high homicide rate is a chronic problem in Brazil and mostly affects its black population. To promote justice for the victims and their families, no homicide must go unsolved. Strengthening the states' transparency in measuring the number of homicides solved and improving the effectiveness of the civil police in solving these crimes were the strategies undertaken during this cycle; both strategies placed the urgent need to reduce homicides by solving these crimes on the program of the country's administrators.

In 2017, we created an unprecedented indicator that produced a ranking of the states, measuring the elucidation of homicides. Up until 2023, six editions of the ranking have been published with an increasing number of states committed to making the data available. Sou da Paz's [National Homicide Clearance Indicator](#) has been a driver for the states to start producing consistent data on the clearance of these crimes and for several civil police forces to start tracking their work of clearance, with more states measuring their own index.



✓ **19 states** now have the capacity to produce consistent data for the **national homicide clearance indicator**.

✓ **We have been an influence in the debate on impunity for homicides and its impact on public security,** and we have highlighted the importance of mechanisms and structure in the work of investigative teams and forensic experts in all Brazilian states.

✓ **Based on the methodology proposed by Sou da Paz, a [bill](#)** has been filed to create a national indicator for homicide clearance. The bill is still being processed.



Together with the directors and chiefs of homicide divisions of the police, we **worked to nationalize the guidelines** for homicide clearance. This teamwork promoted by Instituto Sou da Paz led to homicide division directors submitting a proposal to the Ministry of Justice to formalize an official national indicator. Even the State Public Prosecutor's Offices are committed to producing data that will strengthen this agenda in the country. These are long-term results and, given the dimension of the challenge, they are meaningful achievements towards the systematic reduction of homicides in Brazil, which killed more than 40,000 people in 2023, **especially black, young, and peripheral persons.**

✓ **The Ministry of Justice and Public Security regulated the criteria for transferring funds from the National Public Security Fund to the states** and included the strengthening of homicide investigation capacity, especially of the Specialized Police Stations, among the actions to be developed in the area of Reduction of Intentional Violent Killings.

✓ **As a way of creating an indicator, we are collaborating with the National Council of the Public Prosecutor's Office** to draft a proposal for a resolution that makes it compulsory for public prosecutor's offices throughout Brazil to disclose data on homicide clearance.



✓ We developed, in partnership with 35 chiefs of police, **national homicide investigation guidelines** that have improved the quality of homicide investigations in Brazilian states.

✓ Publication in the Official Gazette of the state of **Alagoas** of an ordinance **acknowledging the National Homicide Investigation Guidelines as procedures to be followed in homicide investigations in the state.**

✓ **Implementation of the national homicide investigation guidelines in Paraíba**, to improve the investigation of murders in the state.




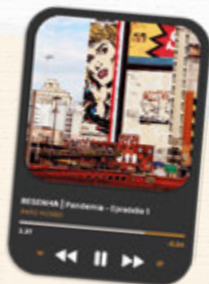
## ► A NETWORK FOR SOCIO-EDUCATION IN PRACTICE

Reinforcing its long-standing work in the territories most affected by violence, we promoted the development of a collective space that strengthened public policies and the guarantee of **rights for adolescents in conflict with the law** through the implementation of the Freguesia do Ó/Brasilândia **Socio-Educational Measures Forum**. This coordination initiative in the territory brought together representatives from the executive branch (such as the Departments of Health, Education, and Social Assistance) and also from the Justice System (Public Defender's Office, Public Prosecutor's Office, and the Judiciary's technical team), as well as those institutions and officers that enforce socio-educational measures in open and closed regimes, providing a space for dialogue and ongoing training for all participants.

Involving youths in conflict with the law in the discussions was paramount and culminated in the production of podcasts dealing with their challenges and potentialities. To record this important experience and enable it to be replicated in other territories, we systematized the experience of the [MSE FÓ/BR Forum](#) and oorganized the principles of its work and the reports from its participants in an [audio documentary](#).

We also worked to improve the programs that enforce open-regime socio-educational measures in the Freguesia do Ó/Brasilândia area, encouraging ongoing training and the exchange of experiences between institutions to ensure better care for adolescents in conflict with the law who were sentenced to an open-regime socio-educational measure.

✓ Youths told their own stories on the [Papo Nosso podcast](#). 



✓ A continuous training model for professionals who enforce socio-educational measures was disseminated through the [“Training Processes: Concepts and Experiences”](#) booklet.

✓ **84 professionals** from the socio-educational system have been trained and are committed to providing better care for youths and adolescents.

Brasilândia was one of the areas most affected by Covid-19 at the beginning of 2020. As a result, we mobilized funders and several donors to distribute cloth masks to the residents. More than 83,000 masks were given to 15 partner institutions to minimize the possibility of spreading the disease among residents.



## ► VISIBILITY IN RESULTS-BASED MANAGEMENT IN PUBLIC SECURITY

When we shed some light on programs that incorporate the logic of result-driven management of public security policies, we give visibility to good public management and create a benchmark in society of what works and what can be demanded of politicians and administrators to genuinely tackle issues of violence and crime.

We have connected with many serious and committed people who are working in various spheres of public security throughout Brazil; they sometimes have little support and few resources, and they experience constant interruptions in their work. In this way, we showed that the country can make more efficient security policies. They are civil service officials, and civil and military police officers, who dedicate their careers to making a difference for the population.

Highlighting, recognizing, and showing other administrators and states that there are ways of finding solutions and that there are policies that work, while also acting to strengthen these policies was one of the most remarkable initiatives we carried out over these five years.



✓ **We have contributed to the qualification of managers so that they can build democratic policies.** We identified and publicized the states that implement result-driven management policies in public security through the 2<sup>nd</sup> Evaluation of results-based management policies for public safety.

✓ **We have expanded the implementation capacity of these state secretaries and managers,** promoting meetings and sharing advances, challenges, and lessons learned during the implementation of policies of this nature.

✓ **We articulated the signing of the Vitória Charter,** a commitment by six states to democratic, efficient public security policies.

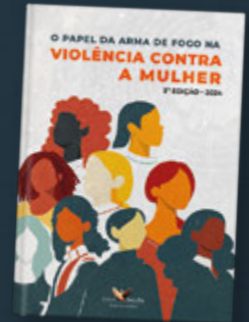
## ► PRODUCTION OF KNOWLEDGE FOR DECISION-MAKING BY PUBLIC MANAGERS

Transparency and quality information inspire better decisions and the construction of public policies, especially in a political context dominated by disinformation. That is why we are dedicated to producing unprecedented research and studies that popularize and facilitate access to information, propose ways to improve policies to prevent and repress violence, offer data and knowledge for decision-making by public managers. Our knowledge production capacity covers a wide range of topics on public security and the impact of policy failures on the lives of the population, especially the most vulnerable groups.



WE WOULD LIKE TO HIGHLIGHT SOME OF THE PUBLICATIONS PRODUCED OVER THESE FIVE YEARS:

- ✓ We demonstrated that firearms are the main instrument used to take the lives of women in Brazil.
- ✓ We developed **proposals and strategies** to work with public policy bodies and other relevant actors in the territories of the states of Paraíba and Pernambuco, through the application of the Violence Perception Index.
- ✓ We provided municipal managers with a detailed analysis of the incidence of violent crime in the municipalities of the state of São Paulo, offering evidence that enables decision-makers to establish public policies and implement effective actions to reduce crime.





✓ We exposed structural racism by showing that black people died three times more by firearms than their non-black counterparts. And we called on society and governments to look at these figures with the necessary urgency and take immediate measures to interrupt these cycles of violence.

✓ Our knowledge production has been the **subject of performance exams and university entrance exams**. The research on armed violence and racism was mentioned both in the ENADE 2022 (National Student Performance Exam) carried out by the Ministry of Education — it assesses students in the final stage of their undergraduate studies — and in the essay for Unicamp’s selection process for 2023, which mentioned various pieces of information collected by Instituto Sou da Paz.

✓ We highlighted how European arms and ammunition fuel executions and massacres in Brazil and demanded that Brazilian and European parliamentarians adopt **stricter criteria for arms exports**.



✓ In order to improve legislative production on public security, we analyzed the bills discussed in the Chamber and Senate regarding public security and criminal justice issues. Those bills were published in the series The Role of the Legislative Branch in Public Security.



✓ As part of our mission to produce evidence showing the negative impact on public security of the circulation of firearms in the country, we released the research Fatal diversion: the leakage of weapons from the legal to the illegal market in the state of São Paulo. The research showed how **private arsenals** are targeted by criminals, which refutes the belief that a gun protects one’s home.

✓ Sou da Paz, the United Nations Children’s Fund (UNICEF), and the Public Prosecutor’s Office of the State of São Paulo joined forces to verify the potential impact of social isolation on the occurrence and **reporting of sexual violence against children and adolescents**. As a result of this partnership, the report “Analysis of Occurrences of Rape of a Vulnerable Person in the State of São Paulo” was published.

## ► A MORE PROFESSIONAL AND ACCOUNTABLE POLICE FORCE

Police forces play a fundamental role in public security and democracy. However, Brazilian police forces present numerous challenges in terms of their ability to plan, act strategically, and effectively contribute to reducing crime, not to mention their history of excessive use of force.

Sou da Paz has been working for years **in partnership with different police forces** across the country, seeking to implement projects and initiatives based on police knowledge and believing that transformations must also happen from the inside out, starting with the engagement of the institution itself. Over the last five years, we have worked in partnership with the São Paulo State Military Police (PMESP) to develop a methodology for acting in demonstrations, which culminated in the implementation of the police mediator. We systematized the lessons learned from the professionalization process of the use of force developed by the PMESP, which resulted in a dramatic reduction in lethality and victimization by the police between 2020 and 2022.

At the same time, in these last five years, the risk of political capture of law enforcement institutions was brutal, with the political use of the police, the reinforcement of police officers who are YouTubers, unregulated use of social networks, participation in the elections, and political use of public security with loose limits. We have worked tirelessly to make this phenomenon visible and to find ways to overcome it. We also continue to denounce the need for the State to value the lives of police officers — by preventing them from being killed on and off duty — and to reduce police lethality.



✓ **We brought together more than 900 police officers** from all over the state, as well as members of civil society and the academic community, in an international seminar that discussed best practices in the management of police activity during protests, expanding the right to participate in safer protests that respect democratic freedoms.

✓ **In an unprecedented way, we developed the concept of “Policialism”,** which encompasses the political contamination of the police forces and the risks that this new phenomenon brings to democracy and society as a whole, and launched the first podcast on the subject.



✓ **Through the #PolíticaçãoDaPolíciaNÃO**  
**campaigning (#NOPoliticizationOfPolice)**  
**we involved more than 2.5 million people**

in proposing ways to ensure that the political involvement of police officers do not lead to conflicts of interest that could put the democratic system itself at risk.



**We systematized the lessons learned for better management of the use of force by the police.** It has led to the reduction of deaths by police officers and of police officers and has also shown in detail the body worn camera system adopted by the PMESP.



**In partnership with the PMESP, we promoted training for more than 200 police officers.** It covered best practices and experiences from police forces from several parts of the world, with practical examples of crowd management procedures and measures to guarantee the right to protest.

## ▶ ACTIVELY COMBATING ARMS TRAFFICKING AND DIVERSION

Reducing the availability of weapons on the illegal market is one way of curbing armed violence in all its forms: robberies, femicides, territorial domination by organized crime, among others. However, most Brazilian states do not have a dedicated approach to this. They seize weapons at the retail level, do not analyze the origin of these weapons, and do not invest in the security of their weapons depots, leaving them vulnerable to deviation. Sou da Paz created an [Integrated Arms Control Model](#) to optimize and harvest the full potential of the processes of seizure, origin analysis, institutional cooperation, and prevention of firearms deviation at the state level.

In a successful partnership with the State Government of [Espírito Santo](#), we implemented this model that generated quality data for in-depth analysis of the origin and collaborative processes that supported structural changes and more efficient and safer anti-arms trafficking operations for the population and police officers.

Combining this methodology with the experience of local professionals, the state's Public Security Secretariat went on to review and consolidate data on seized weapons; created inter-institutional working groups to resolve bottlenecks; and conducted an inventory of weapons in custody. In addition to this, the Specialized Police Station for Combating Arms and Ammunition Trafficking (DESARME) has become a national reference in operations to identify arms traffickers and produce knowledge about their emerging criminal dynamics.



Photo: Civil Police of ES | reproduction



HERE ARE SOME EXAMPLES OF EFFECTIVE AND SAFE OPERATIONS:



Identification of a trafficker who was diverting legally purchased weapons to organized crime.



Identification of an arms trafficker who used social networks to advertise.



Simultaneous police operation in several cities with arrest warrants against suspected arms traffickers.

We presented this experience at several national events, encouraging its multiplication across the country, and at least three other Brazilian states were willing to replicate the Integrated Arms Control Model. In 2023, we entered a partnership with the state of Paraíba to jointly develop the project, initiating the first experience of actively combating arms trafficking in the Northeast region.



## CURBING SETBACKS IN BRAZIL'S PUBLIC SAFETY

Although our greatest desire was to advance critical issues for the country, we had to dedicate ourselves to containing setbacks in what was most fundamental to public security. Over the last five years, until 2023, the National Gun Control Law has been under constant attack. Looser restrictions on carrying and possession; an increase in the number of stores, clubs, and shooting ranges, among many other challenges, have had a direct impact on the growing number of weapons in circulation, potentially increasing the diversion of guns to the illegal market. More than 40 decrees, norms, and ordinances sought to distort the firearms control policy.

Amid so many reversals, Sou da Paz managed to expose the risks of these flexibilizations. We monitored the country's main political events and interlocutors in real time and consolidated a resistance front to the dismantling of this policy. This front included integrated strategies that involved producing research, studies, and technical notes that highlighted the harmful effect of lack of control over guns, the link between the legal and illegal arms and ammunition markets, and how this flow supplies organized crime. All this information was essential to strengthen the public debate on the issue

and to support with technical references and arguments relevant actors in decision-making. We worked as a technical reference for the Supreme Federal Court, the Federal Court of Accounts, the Federal Public Prosecutor's Office, the official bodies that control gun policy, and various parliamentarians who have dedicated themselves in the National Congress to defending gun control.



**We brought together more than 200 parliamentarians**

in a Mixed Parliamentary Front in defense of democracy and human rights.



**We had a remarkable victory when we advocated for the approval of the bill that repealed the Gun Carry Law in the Senate.**

We mobilized over 10,000 people in an online campaign to pressure senators and federal deputies, proving that engaging civil society to prevent setbacks is possible.



✓ **We were granted the status of amicus curiae (friend of the court) in several cases before the Supreme Court**, which authorizes us to present our technical knowledge on the subject to the Court. Our reasoning has become a reference for the STF's legal analysis of the issue.

✓ **We collaborated with other civil society organizations, resulting in a court order for Taurus to remove its gun advertisements from its website and social media since they violated the Constitution, the Child and Adolescent Statute, and the Disarmament Statute.**

✓ **For the first time, a civil society organization that is not a trade association has been granted *amicus curiae* status at the Federal Court of Accounts. Sou da Paz joined this lawsuit to challenge the repeal of Army ordinances that improved the tracking of weapons and ammunition.**

✓ **In partnership with other organizations, we denounced the Brazilian government's policy of facilitating access to arms at the UN Human Rights Council in Geneva, Switzerland.**

✓ **More than 1 million people joined us in warning about the risks of the policy of lack of gun control through the #CanetaGatilho (#TriggerPen) campaign.** With the slogan "The hand that signs the laws is the same that pulls the trigger", we denounced the risks of facilitating access to weapons and ammunition, following more than 40 decrees by the federal government.

## ► REBUILDING THE NATIONAL GUN POLICY

Since the change in Federal Government in 2023, we began to work towards the resumption of the national gun policy. We provided technical support for the drafting of new regulations for responsible arms control. This work generated immediate and long-term impacts on improving public security and preventing armed violence. We have participated since the discussions of the federal government transition teams that resulted in the publication of Decree No. 11.366/2023, responsible for curbing the uncontrolled circulation of firearms in Brazil.

We then took part in the [Ministry of Justice and Public Security's Working Group](#) that discussed the new central regulation of the gun control policy, Decree No. 11.615/2023. We gave visibility to the best practices in the fight against arms trafficking in the country; these practices can inspire new regulations and policies by the Federal Government. We brought together groundbreaking professionals in this field from the Forensics Department, the Civil Police, the Military Police, and the Federal Police for an event to exchange experiences, organized jointly with the Ministry of Justice and Public Security.





## WE STAND UP FOR DEMOCRACY IN BRAZIL

We fought for, resisted, and defended the country from acts that threatened Brazilian democracy. We have monitored with concern the anti-democratic actions that have permeated the country in recent years, more specifically the year 2022, due to the electoral period that has heightened the public debate and triggered various attempts to weaken the electoral system. We have acted in different ways to support initiatives that defend our hard-won political system and guarantee the democratic rule of law based on the law and the Federal Constitution.



- ✓ **We monitored the holding of safe elections without the presence of weapons.** We supported the Superior Electoral Court's (TSE) decision to ban the transportation of weapons and ammunition throughout the country by hunters, sport shooters, and collectors during the elections. We provided input to inform TSE's decision and released a [public statement](#) on the subject.
- ✓ **We monitored the progress of the elections on-site,** directly from the situation rooms of the SP State Military Police and the OAB/SP, during both rounds.
- ✓ **We provided technical support** for the final report of the CPMI (Parliamentary Inquiry Commission) on anti-democratic acts in the Federal Congress.
- ✓ **We took part in the [civic watch](#)** for the democratic rule of law, which involved hundreds of organizations.

## FROM BRAZIL TO THE WORLD

We also worked outside our borders, taking the **Brazilian experience** to other countries, forging **international alliances**, and bringing references of good practices to Brazil.

✓ We exported the methodology of the **Exposure to Violent Crimes Index**, which was replicated in Latin America, in partnership with the *Observatorio de Seguridad Ciudadana de Córdoba* (Argentina), in a webinar for 40 people from different countries and international organizations. We also exchanged methodology with the *Observatorio de Seguridad de la Secretaría de Seguridad y Justicia de Cali* (Colombia).

✓ International workshops and seminars were held with experts and operators from the United States and Chile to discuss their experiences in homicide investigation.





✓ In 2022 and 2023, we participated in UN events and seminars that contributed to the formulation of the Global Framework for Through-life Conventional Ammunition Management, which set new international parameters and suggestions for ammunition control.

✓ We participated in events promoted by the UN and civil society coalitions, such as *Control Arms* and IANSA, to contribute with suggestions for improving the implementation of the Arms Trade Treaty and the UN Program of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons. We debated topics such as the impacts of technological advances on arms production and control and the possibilities for cooperation with the private sector.

✓ In 2019 and 2020, we attended UNLIREC events and seminars that discussed the phenomenon of armed attacks at schools, contributing to the discussion of possibilities for prevention and early response to the growth of this phenomenon in Brazil.

✓ At the Organization of American States, we participated in discussions on the Hemispheric Plan to Reduce Intentional Homicide and contributed with suggestions for improving the implementation of the Inter-American Convention against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials.

✓ We took part in four international events between Germany, Uruguay, and Chile, in partnership with Gensac and UNLIREC, to share experiences and expand knowledge about the impact of armed violence on women and how to incorporate gender perspectives throughout its control.

## WE TAKE CARE OF THOSE WHO BUILD SOU DA PAZ

Instituto Sou da Paz is an organization that believes in **professionalism as a central value**. Over the last five years, we have made consistent and structural progress toward the goal of being a sustainable organization that cherishes an **inclusive and diverse environment of corporate well-being** with a focus on results. Alongside all this effort to transform the situation of Brazilian public security, we have managed to take care of our team by creating an institutional development area, designed to look at the team, enhance capabilities, and improve our internal diversity, equity, and inclusion policies.





## ► WE ESCALATED OUR IMPACT

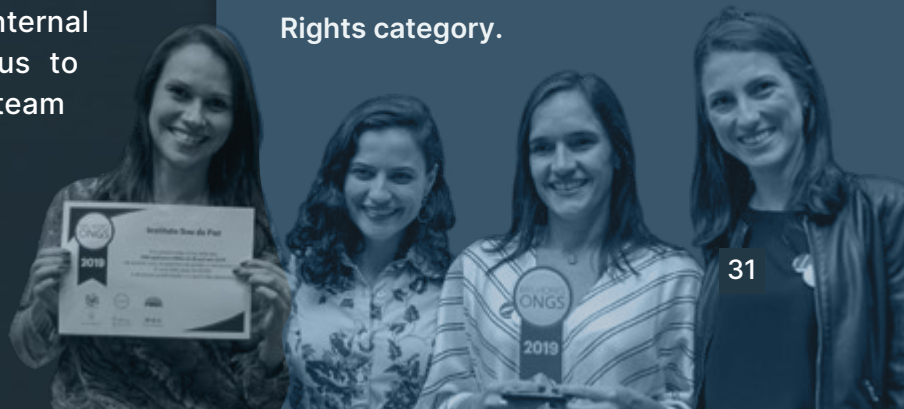
Sou da Paz's trajectory has been shaped by a commitment to **dedication, excellence, and innovation** and this cycle marked the consolidation of our results-oriented management method. We devoted considerable effort and resources to improving project management processes in line with our organizational culture. This included a detailed review of current practices, the identification of areas for improvement, and the implementation of measures to optimize the Instituto's performance. We fine-tuned planning, monitoring, governance, and follow-up processes, and enhanced the impact of our work on society.

### **WE STRENGTHENED OUR MANAGEMENT CAPABILITY:**

In the context of the third sector, where resources are often limited and the challenges are numerous, the project management office (PMO) plays a key role in the smooth running of our actions. That is why in 2017 we established the Sou da Paz PMO and over the last five years we have bolstered the planning, follow-up, and monitoring processes. As the guardian of the five-year strategic plan that guides all our institute's activities, the PMO, together with the management team, defined performance indicators that allowed us to assess the progress of each project in relation to the objectives. With this strengthening, we began to review and update the plan as necessary, taking into account changes in the external environment and new opportunities or bottlenecks that arose during implementation. In addition, we implemented management and internal communication tools that allowed us to create greater dynamism among the team and enabled agile, well-founded mechanisms for decision-making and overcoming challenges.



In appreciation of our work, we were one of the civil society organizations that won the **Best NGOs Award** in 2019 and 2022. The Award is granted to organizations acknowledged for their good practices in governance, transparency, communication, and funding. In 2019, in addition to receiving the award, we were recognized as the **Best NGO** in the Human Rights category.



## ▶ WE INVESTED IN OUR GREATEST ASSET: THE TEAM

Sou da Paz has a team of committed, talented, and motivated people. We see investment in human capital as the key to increasing the positive impact we want to have on society. We are dedicated to investing in the institute's professionals, cultivating a healthy working environment, and building the foundations of a robust organizational culture that seeks to balance performance and quality of life. To this end, we have implemented a series of strategic actions in the people management area.

Sou da Paz is made up of resolute and competent people who work tirelessly to reduce violence. That is why it is inspiring when our team is recognized nationally and internationally. Carolina Ricardo, our executive director, and Natália Pollachi, project manager at Sou da Paz, were honored in a report by the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean among **the women who stand out for their work in the field of gun control.** The report also celebrates the achievements and lists the challenges of female representation in this area.

### COMPETENCY ASSESSMENT REVAMP:

We have refined our **performance evaluation** processes to ensure they offer valuable, constructive feedback to our employees. We have built a process that brings an institutional and open approach to evaluations, promoting a constant dialogue in line with organizational objectives.

### NEW TRAINING POLICY:

Based on the competency assessment, we expanded the **training program**, providing a wider range of opportunities for professional and personal development. This included the implementation of a policy of subsidies for mentoring, technical and ongoing education, access to the foreign language study platform, and extensive training for the entire team on the themes of Sou da Paz's work.

### TALENT RECRUITMENT AND RETENTION:

We reinforced our selection processes to identify and attract talent that is aligned with our organizational culture and values and that adds diversity to Sou da Paz's staff. With that in mind, we also improved the integration program for new employees. Besides, we reviewed and improved our benefits packages and implemented ongoing support processes to retain talent and promote an inclusive environment.



## ▶ WE EXPANDED OUR COMMITMENT TO THE ANTI-RACIST STRUGGLE

Our organization has established a firm commitment to diversity; we are committed to continuing to promote the strengthening of race and gender equity at Instituto Sou da Paz. We have set up a **Racial and Gender Equity Committee** to build an agenda to promote and reinforce equity in all dimensions. Made up of members of the Sou da Paz team, the committee outlined clear guidelines to work on several fronts:

### **ANTI-RACIST LITERACY:**

We invested in internal training and promoted spaces for dialog and **collective learning** on topics such as structural racism, equity, class-based society, the black movement, racial democracy, mestiçagem (miscegenation), place of speech, whiteness, and other relevant issues.

### **RACE AND GENDER IN OPERATIONS:**

We have incorporated racial analyses into all our projects and are adopting a more emphatic stance on these issues, as well as developing specific research on guns, race, and gender.

### **DIVERSITY IN GOVERNANCE:**

Our goal is to make **deliberative spaces** more inclusive and diverse, promoting changes in our decision-making bodies. Over the last few years, we have made considerable progress in increasing racial, gender, and professional background diversity on our boards.

### **DIVERSITY IN THE TEAM:**

We have adopted procedures within the selection processes that aim to universalize access and increase representation in our workforce.

### **ETHICAL, RESPECTFUL RELATIONS:**

We have published a **Code of Conduct** that compiles a comprehensive set of guidelines and principles to guide behavior and interactions within the organization and with external actors. This code aims to ensure that all employees act following the highest ethical, legal, and statutory standards, promoting a healthy, respectful, and inclusive working environment.

Over the last five years, Sou da Paz has strengthened its **financial health** by diversifying its funding base, and now has 15 partners including foundations, institutes, and companies that support and believe that there is a solution to public security in the country. We also have important **institutional support** that has enabled us to successfully implement Sou da Paz's strategic planning and invest in internal development and strengthening of both the team and the organizational structure. We remain committed to building solid, lasting relationships with our current funders, and delivering concrete results, while constantly looking for opportunities to attract new partners that will enable us to scale our impact.

We were one of the Brazilian organizations to receive a donation from North American philanthropist Mackenzie Scott, who decided to expand her donation portfolio to include Brazil. This is an important recognition of the results achieved by Sou da Paz and represents an important opportunity for new investments to further strengthen our work. The international recognition was featured in articles in the *Valor Econômico* and *Band* newspapers



## MOVING FORWARD

### THE NEXT FIVE YEARS

We have traveled significant paths in transforming the country, facing challenges, and attaining advances that reflect our commitment to a fairer and safer Brazil. As we move forward, we recognize that there are still substantial challenges to overcome in the following years. We are aware that the journey towards building a more peaceful and inclusive society is ongoing and requires renewed commitment, innovative strategies, and a collaborative approach to achieve our goals.

In this context, Sou da Paz has drawn up a new five-year plan (2024 – 2028) that envisages **the construction of public security policies based on democratic, anti-racist, and efficient values for the preservation of lives.**

We will work on two strategic fronts to achieve this vision over the next few years. The first consists of reducing the risk factors for homicides in Brazil. This should include tackling impunity for homicides, remedying the racial bias in public security, controlling weapons and ammunition, as well as implementing violence prevention policies in schools.

The second front of action aims to engage society in the defense of preventive and evidence-based public security policies. This should be attained through greater mobilization in defense of arms control, reduction of political interference in law enforcement institutions, and expansion of the visibility of successful security policies.

We recognize that these collective, coordinated actions are essential to address the complex challenges related to violence and crime and that they shall build a more peaceful and inclusive society for future generations. Sou da Paz is committed to working tirelessly to promote a fairer and safer Brazil.

**Join us on this journey of transformation!**

# PEACE IN PRACTICE FOR A FAIRER, SAFER, AND MORE DEMOCRATIC BRAZIL FOR ALL PEOPLE

How Sou da Paz has contributed to the country over the last five years (2019 – 2023)

## TEAM:

Carolina Ricardo - Executive Director  
Beatriz Graeff - Project Coordinator  
Brena Andrade - Social Media Analyst  
Bruno Langeani - Senior Consultant  
Cristina Neme - Project Coordinator  
Danielle Tsuchida - Project Coordinator  
Ecilane Rodrigues - Direction Assistant  
Ederson Martins - Financial and Administrative Assistant  
Fernanda Figueiredo - Financial Analyst  
Gabriela Alves - Press Relations Intern  
Gabiella Oliveira - Project Coordinator  
Guilherme Galdino - People Management Analyst  
Heloísa Salles - Legal Intern  
Ingrid Passos - Research Assistant  
Izabelle Mundim - Communication and Engagement Manager  
Janaina Baladez - Institutional Development Manager  
Jéssica Moura - Project Assistant  
Luciano Almeida - Financial and Administrative Manager  
Marina Sá - Graphic Designer  
Mayra Pinheiro - Researcher  
Natália Pollachi - Project Manager  
Nathalie Drumond - Advocacy Manager  
Pedro Luiz - Researcher Intern  
Rafael Rocha - Project Manager  
Tamiris de Jesus - Project Manager Officer (PMO)  
Vanessa Machado - Project Analyst  
Wigde Arcangelo - Press Officer

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**2024**



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