



*Elaine Gomes, a mother assisted by the Dara Institute. Thanks to her participation in the Family Action Plan, she now has a reliable income and owns her own home.*

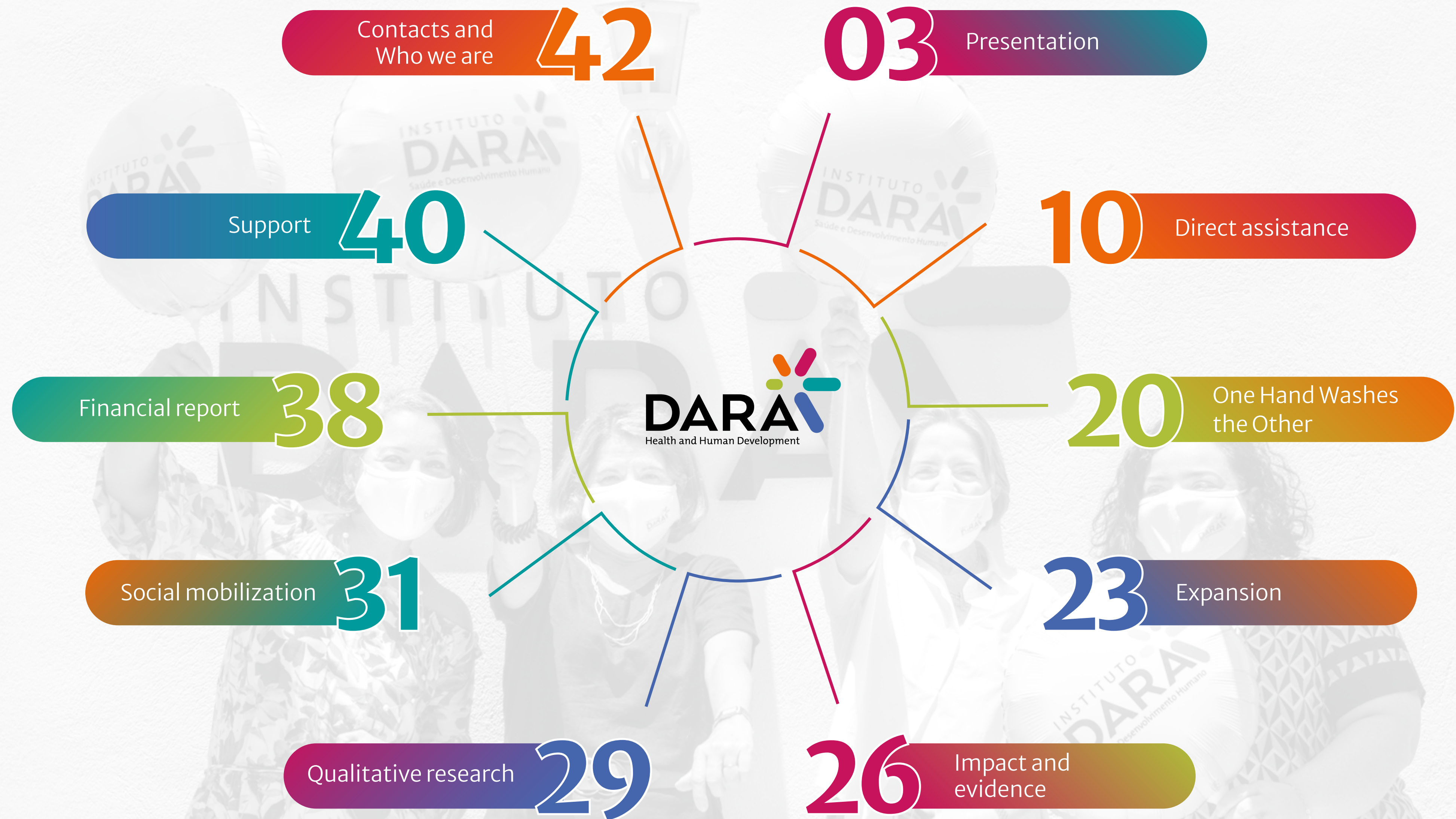
PHOTO: EURIVALDO BEZERRA

**Our mission**  
Promoting health and human development by implementing and disseminating an integrated, multidisciplinary approach to **fighting poverty.**

# ANNUAL REPORT **2020**

DARA INSTITUTE









presentation





# 2020: The year that changed the world



By Vera Cordeiro – Founder and chair of the board of directors of the Dara Institute

The year 2020 brought an unprecedented pandemic to Brazil and the world. Here at the Dara Institute, we had to make a quick and radical shift in the way we work **delivering services directly to over 1,400 socially vulnerable people** each month.

As anyone familiar with Dara knows, the physical presence of doctors, nutritionists, lawyers, social workers, psychologists, architects and volunteers working with the families has been a fundamental component of Dara's approach.

We have had to reinvent ourselves. Our team began to contact families via WhatsApp, providing assistance remotely in all our areas of our work. The only area that we were unable, for sanitary reasons, to continue to work at full capacity was in housing, because face-to-face interaction is essential for carrying out improvements in peoples' homes. However, care in the other four areas (health, education, income and citizenship) continued on an individualized, albeit remote, basis. With respect to housing, we now focus on advice and guidance on healthy and sanitary practices, which we can provide remotely.

Dara's doctors have continued to provide daily care and guidance to families with sick members using Telemedicine (an online health diagnostic company) and via messaging or conference apps. In some COVID-19 cases, and other more serious illnesses, we refer them to the health clinics or hospitals closest to their homes.

Deliveries of fortified milk and medicine to the families we serve are now carried out periodically by community taskforces assembled at our headquarters. We also provide food cards which we replenish monthly.

It is increasingly evident that in this day and age, **access to the internet is a social determinant of health**. That is why we have started to help the families we serve obtain internet access.

The Family Support and Team Support programs for heads of families and for teenagers – which offer a space for participants to exchange experiences and talk openly about issues such as teen pregnancy, healthy eating, sexually transmitted diseases and COVID-19 prevention – have moved from face-to-face circles to virtual forums.

As we know, knowledge is power when it comes to preventing diseases, and it motivates us to develop good habits. This is not only true for COVID-19, but also applies to other pathologies.

**The work of volunteers during the pandemic has been instrumental in allowing Dara to continue supporting families in these difficult times.**

It was nothing short of a revolution that took place within the Dara Institute, and the results could not have been more impressive. We managed to keep the functioning of the Family Action Plan intact, even during times of war, so to speak.



Article written by **Vera Cordeiro**, published in the newspaper O Globo  
[check it out](#)





Our **“One Hand Washes the Other” campaign** was a major success, providing financial resources to maintain the quality of our work. Several foundations and private partners, such as the Skoll Foundation, The Ursula Zindel-Hilti Foundation, BrazilFoundation and White Martins – in addition to individual donors – were instrumental to this success, lending their support through the pandemic and helping Dara combat structural poverty.

Similarly, our campaign **“Enough! Poverty is not normal”** has also been very successful, and is still ongoing.

But the pandemic has not slowed down. Indeed, it has only gotten worse. Our work depends on the continued support from Brazilian and international partners, as well as from individuals.

I want to express my sincere gratitude to the entire Dara team for their resilience, adaptability and their unwavering commitment to serving others. In 2020, we also continued to partner with Ashoka Fellows and the Federal University of Rio de Janeiro (UFRJ), which established The ManaMano Social Transformation Fund. This project aims to promote income generation and financial self-sufficiency for socially vulnerable families by offering financial support, training and management consultancy for entrepreneurial initiatives. The Fund collaborates with other Rio-based institutions founded by fellows such as ASPLANDE, Gastromotiva and Luta pela Paz (Fight for Peace).

The work in the American city of Baltimore – where the University of Maryland has embraced the FAP and is applying it at the community level in deprived areas – was inspired by Dara, and we have been providing consultancy



*For the eighth consecutive year, the Dara Institute was elected best NGO in Latin America and the 21<sup>st</sup> best in the world.*

On October 27, 2020, **we officially changed our name from Associação Saúde Criança (the Child Health Association) to the “Dara Institute – Health and Human Development.”** The change was made because the former name no longer captured the full range of what we do. We work not only with vulnerable children, but with their whole families.

Now, families arrive at the Dara Institute through referrals from public facilities such as hospitals, schools, Social Assistance Reference Centers (known by their Portuguese acronym, CRAS), and partner NGOs.

Also in 2020, thanks to the help of entrepreneurs and other partners, we were able to dive deeper on a study that looks at how we can to continue to expand our work, delivering results better and faster.

We know that there are several paths forward, but two are particularly attractive. One is the creation of a Knowledge Hub, and the other is developing a model Social Assistance Reference Center (“CRAS” in Brazil) using the Dara methodology to promote public-private partnerships to benefit many people. These would be partnerships with companies adopting the

for that project. This initiative offers an exemplary model of how our methodology can be replicated in cities in the US with some adjustments.

We have also partnered with the Catholic Pontifical University in Rio de Janeiro to launch a new course on the intersectoral fight against poverty, which will be launched this year.



Community taskforce organized by the Dara Institute

[click to watch](#)



Article about entrepreneurship published on the news website G1

[check it out](#)



**Enough! Poverty is not normal** campaign

[click to learn more](#)



Article written by **Vera Cordeiro** published in the newspaper Folha SP

[check it out](#)





CRAS and making it more efficient by using the Dara Institute’s approach. Throughout Brazil there are 8000 CRASs, and if we can make our model unit viable, it could be replicated elsewhere, significantly reducing inequality and poverty which many Brazilians face.

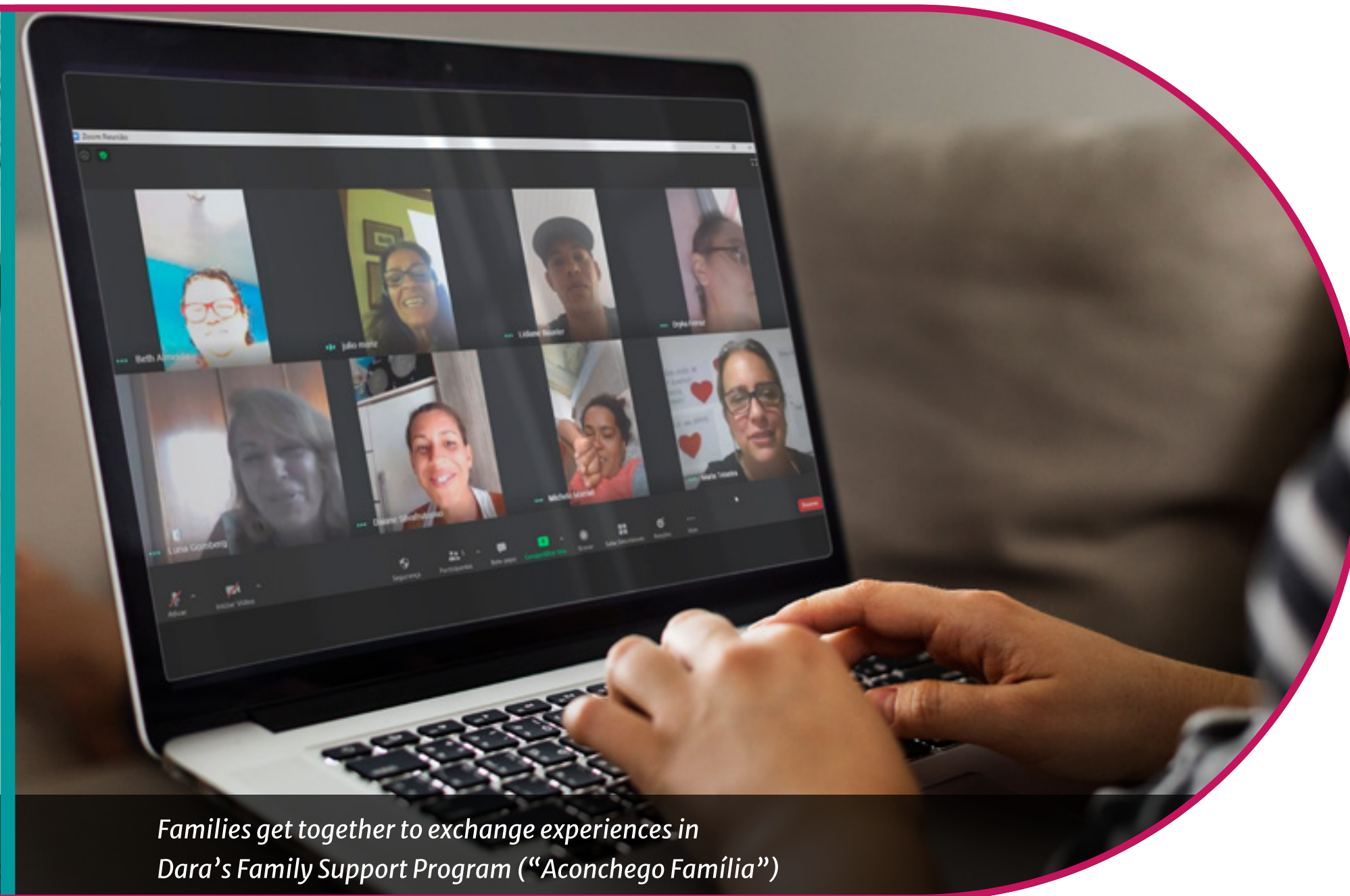
Over the past 30 years, many people’s dreams have come true. Entrepreneurs have learned from us, and exported our work to four continents, benefiting millions of people.

**Our goal is to end structural poverty in Brazil**, with the support of governments, companies and civil society.

Brazil is considered an incubator where successful social ventures hatch. **Together, this goal can be achieved.**



Gabriela Parente, a nutritionist at the Dara Institute, provides remote care for a family



Families get together to exchange experiences in Dara’s Family Support Program (“Aconchego Família”)



The Family Action Plan takes an intersectoral approach to addressing health, education, housing, citizenship and income.





# Dara – Who we are

The Dara Institute (formerly, Associação Saúde Criança) is a non-profit civil society organization that works to promote health and human development by fostering and implementing an integrated approach to fighting poverty. A world pioneer in cross-sector work using social determinants of health, it was founded in 1991 in Rio de Janeiro, Brazil, by Dr. Vera Cordeiro, a specialist in psychosomatic medicine. The purpose of our work is to advance the UN's 2030 Agenda, contributing to the achievement of the Sustainable Development Goals.

## Our Values

Social justice, independence, integrity, empathy, transparency.

## Our Vision

A healthy and sustainable world where everyone has equal opportunities and rights, enabling people to be the leading players in their own development.





# Life – and death – as if in an episode of the soap opera “Mother’s Love”



By Mirella Domenich – Executive director of the Dara Institute

An incident that harmed both her physical and mental health led 53-year-old Juliana\* to the emergency of the hospital near her home in Baixada Fluminense (a region in the state of Rio de Janeiro). The cause: racism she experienced in a supermarket in her neighborhood. Juliana is a Black woman and the lone guardian of her two granddaughters who are 9 and 12 years old. In July 2020, she – the only Black customer in the store at the time – was accused of theft by security guards. The incident took a serious toll on her health and self-esteem, and she is still suffering from these repercussions.

Of the many life stories that I come across on a daily basis at the Dara Institute, this is one of the ones that has impacted me the most. In the year of **#BlackLivesMatter**, Juliana’s story really moved me, and reinforced my understanding of the notion that **it is not enough to be against racism. You have to be anti-racist**, as activist Angela Davis puts it. At the same time, the case gives me pause for reflection, and underscores the importance of having a holistic outlook when we look at families in social vulnerability, and when we examine the challenges they face in accessing fundamental human rights.

At Dara, Juliana and her family are receiving legal advice (she is suing the supermarket in both civil and criminal courts); they are provided assistance in navigating the public health system with the help of our medical team; they are receiving nutritional and educational counselling; and they are being given guidance on how to improve their housing conditions. The family is also participating in what we call “family support,” a discussion

forum where Dara volunteers lend an empathetic ear as families share their anxieties and achievements.

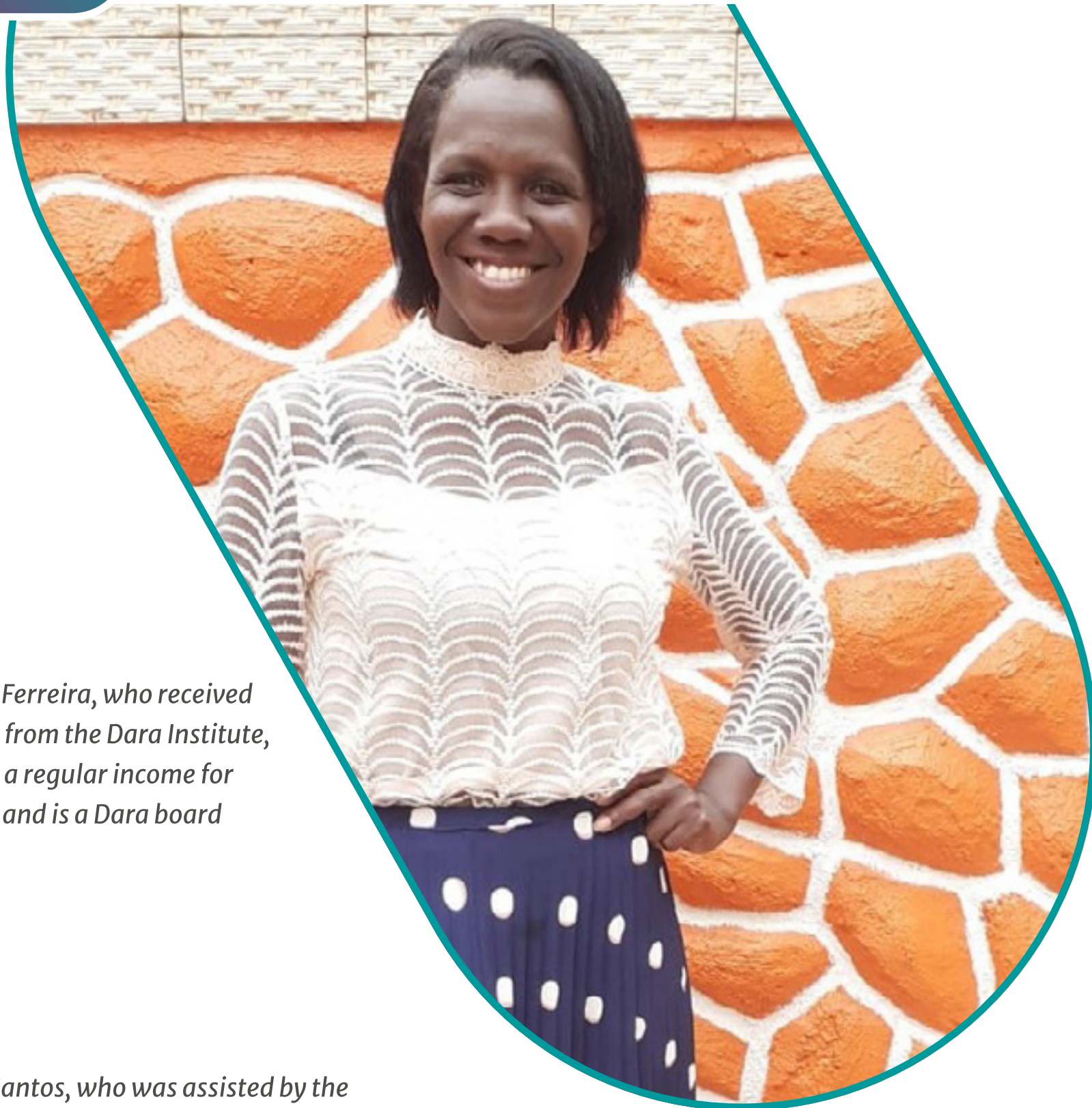
Juliana’s story could be in a soap opera or featured on the news. At the Dara Institute we are faced with stories of life and death on a daily basis that reflect the society in which we live. We never can, nor should we try to, disassociate ourselves from reality. Facing reality sometimes creates conflicts, dilemmas and challenges. In our case, one such challenge has been how to improve diversity in the different spheres of Dara’s leadership. Last year we took an important step in this direction. **For the first time in our**



Black Lives Matter movement in Rio de Janeiro, May 2020.







Ana Paula Ferreira, who received assistance from the Dara Institute, now earns a regular income for her family and is a Dara board member.

Cristiane Santos, who was assisted by the Dara Institute, is now an entrepreneur in the food industry and a member of Dara's advisory board.



**30 years of operation, two members of our advisory board now represent families that have been assisted by Dara: Ana Paula Ferreira (age 36, security guard) and Cristiane Santos (age 41, entrepreneur).**

In 2020, the pandemic threw us into a situation where we faced a steep learning curve. We had to learn how to work remotely and deal with grief on an unprecedented scale. The experience taught us that we need to be determined, assertive, and decisive, such as when we made the difficult decision to close our store and dismiss its staff in March of that year.

What doesn't kill us makes us stronger, and the pandemic has also called attention to the need for our leadership to be more pluralistic and our organizational structure flatter. We did some significant restructuring, with the formation of a group of leaders representing different branches of Dara's operations: direct assistance, expansion, fundraising, communications, institutional development, administration, and financial management.

The pandemic has forced us to profoundly re-think how we do business, spurring us to design a new Theory of Change model to increase the impact of our work. It was important for us to know that we are not alone.

**We entered 2021 with new partnerships, greater resilience, and a renewed courage to combat poverty – society's most deadly disease. Poverty is not normal.**

*\*Not her real name.*



Partnership between the Dara Institute and "Criança Esperança".

[click to watch](#)



Article written by Mirella Domenich, published on EXAME Magazine's website.

[check it out](#)







direct  
assistance





# Assistance to families in 2020: challenges, adaptations and results

By Cristina Pereira – Service leader at the Dara Institute



2020 was a very challenging year for the Dara Institute team, especially for those who work directly with families. On March 22, we had to adopt a remote working model, at the time thinking that it would be for only a few weeks. Like many people, we didn't expect the pandemic to last much longer than that. It was a challenging period, yes, but also a time for learning, reviewing concepts, and making changes.

Since then, in order to continue providing assistance to 310 families in vulnerable situations, our direct assistance team, which includes technicians and volunteers, has started to follow up with families by phone and using messaging apps.

Despite many challenges – such as difficulties contacting families that don't have cell phones or internet access – we were able to continue our work. Throughout 2020, our activities included delivering products to meet basic needs, providing families with PPE, and disseminating guidelines and information about the pandemic. We used Google Meets to carry out meetings and group activities. Our support circle, which we call **Aconchego Família**, continued to be a space for sharing information, ideas and experiences, albeit now in a virtual format.

We started online training with women entrepreneurs, with the aim of encouraging, thinking and building alternatives for income generation. Many are the primary providers for their families, and people for whom the pandemic has caused considerable hardship.



A meeting of the Family Support Program (“Aconchego Família”), a space for discussion and sharing experiences.





We realize that the pandemic is still far from over, but we continue, as a team, to provide the necessary assistance to those who are particularly vulnerable due to social inequality – those whose vulnerability has only been exacerbated by the pandemic. My heartfelt thanks go out to each practitioner and volunteer on our team, and their wonderful collaboration which has allowed us to achieve our goals.

*Community taskforce to collect medicine and baby formula, August 2020 at the Dara Institute.*





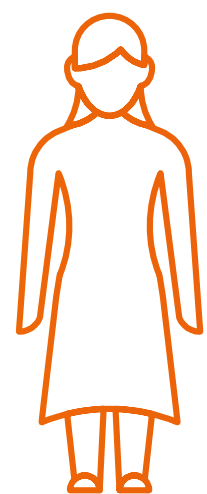
# Profile of families assisted in 2020



**361**  
families assisted

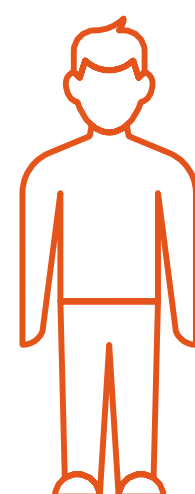


**1604**  
beneficiaries



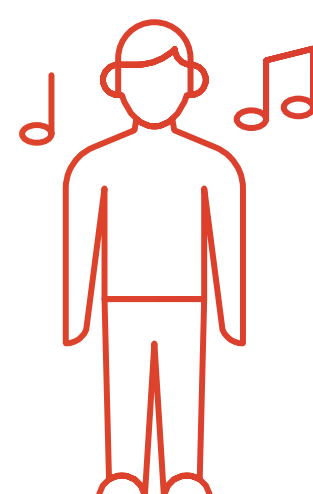
**882**

Beneficiaries – female



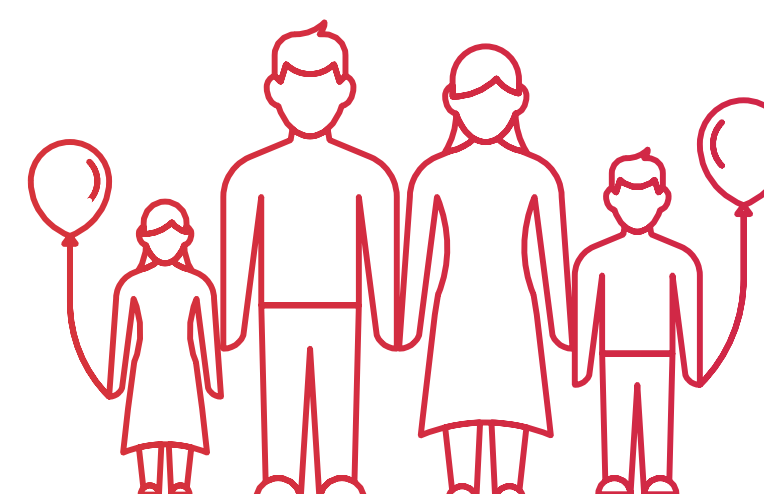
**722**

Beneficiaries – male



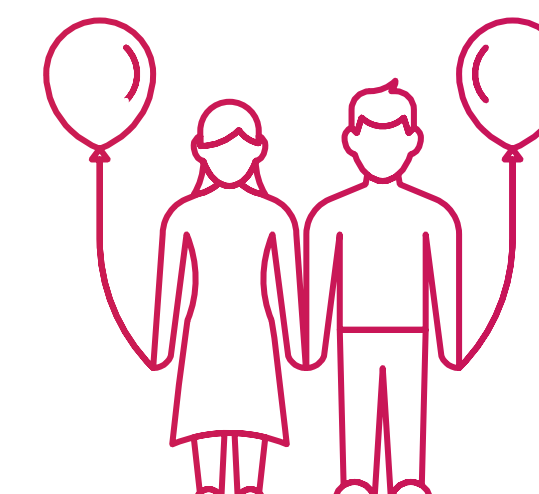
**790**

Beneficiaries – under 18 years old



**4,4**

Average number of people per family



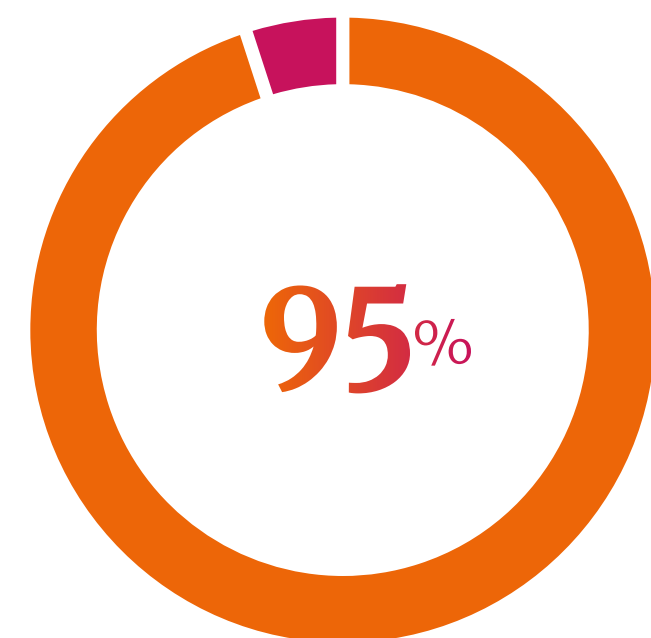
**2,2**

Average number of children per family

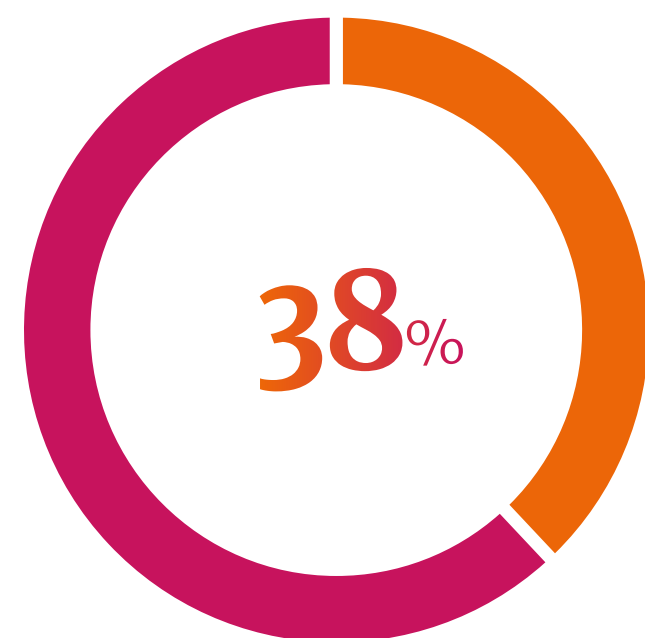




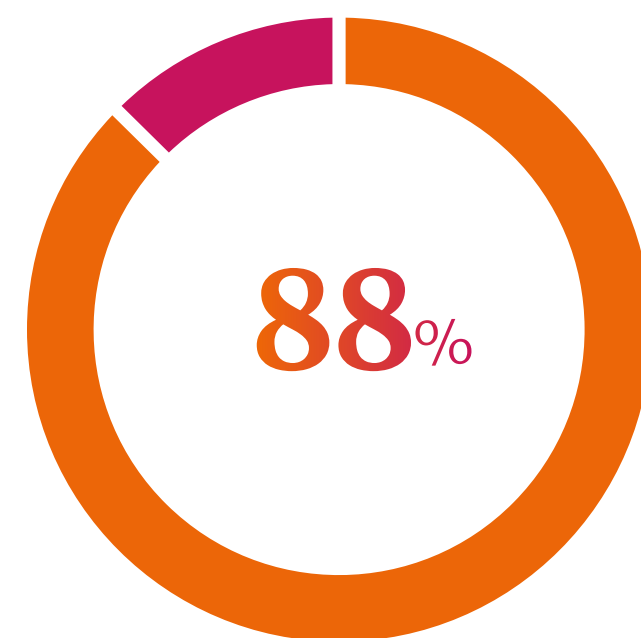
# Profile of mothers assisted in 2020



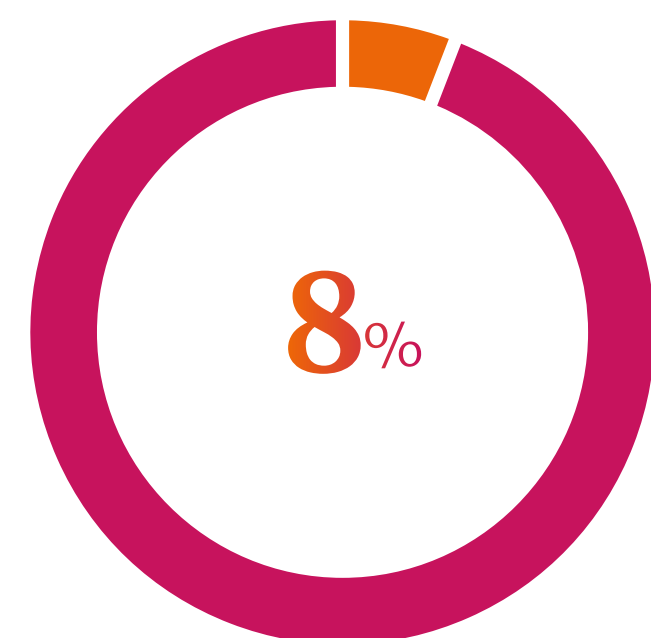
Mothers present in the family (active)



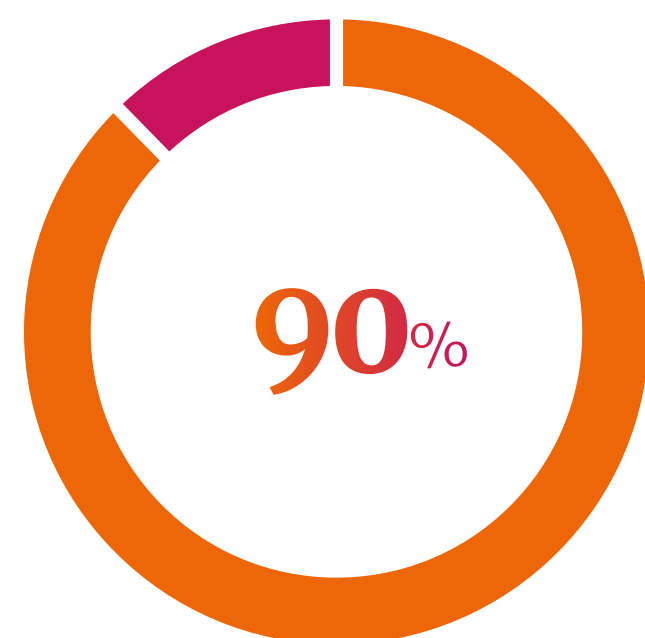
Mothers that raise their children without the support of the father



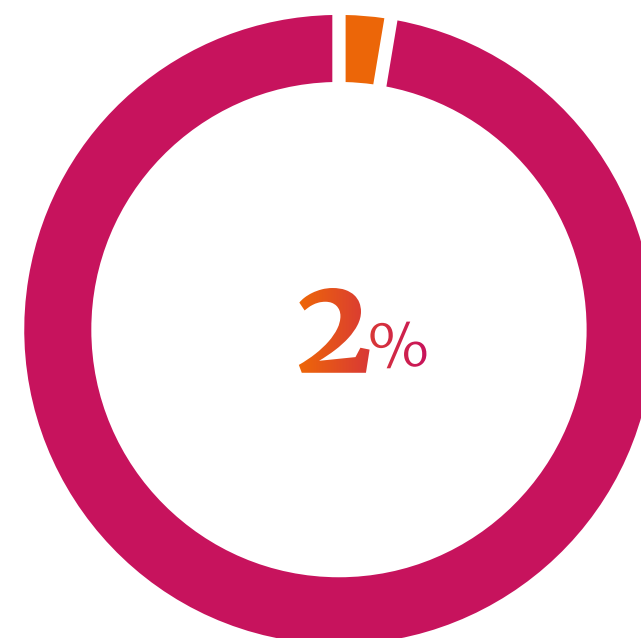
Mothers who are the head of their family at Dara



Mothers aged 18-21



Mothers older than 21



Mothers under 18 years old

# Age of beneficiaries



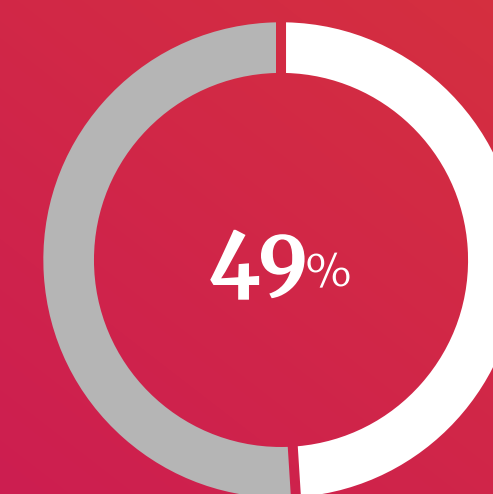
33

Average age of the assisted mothers

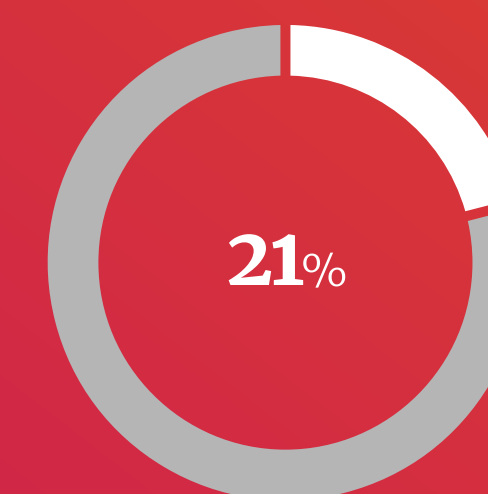


59

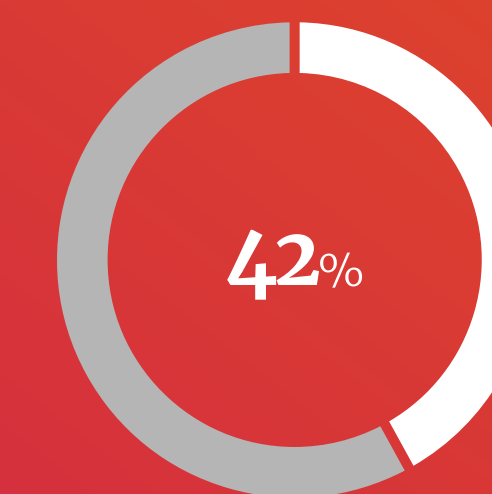
All active children under 1 year old



Among all active beneficiaries in 2020, rate of those under 18 years old



Among all beneficiaries, rate of those in early childhood



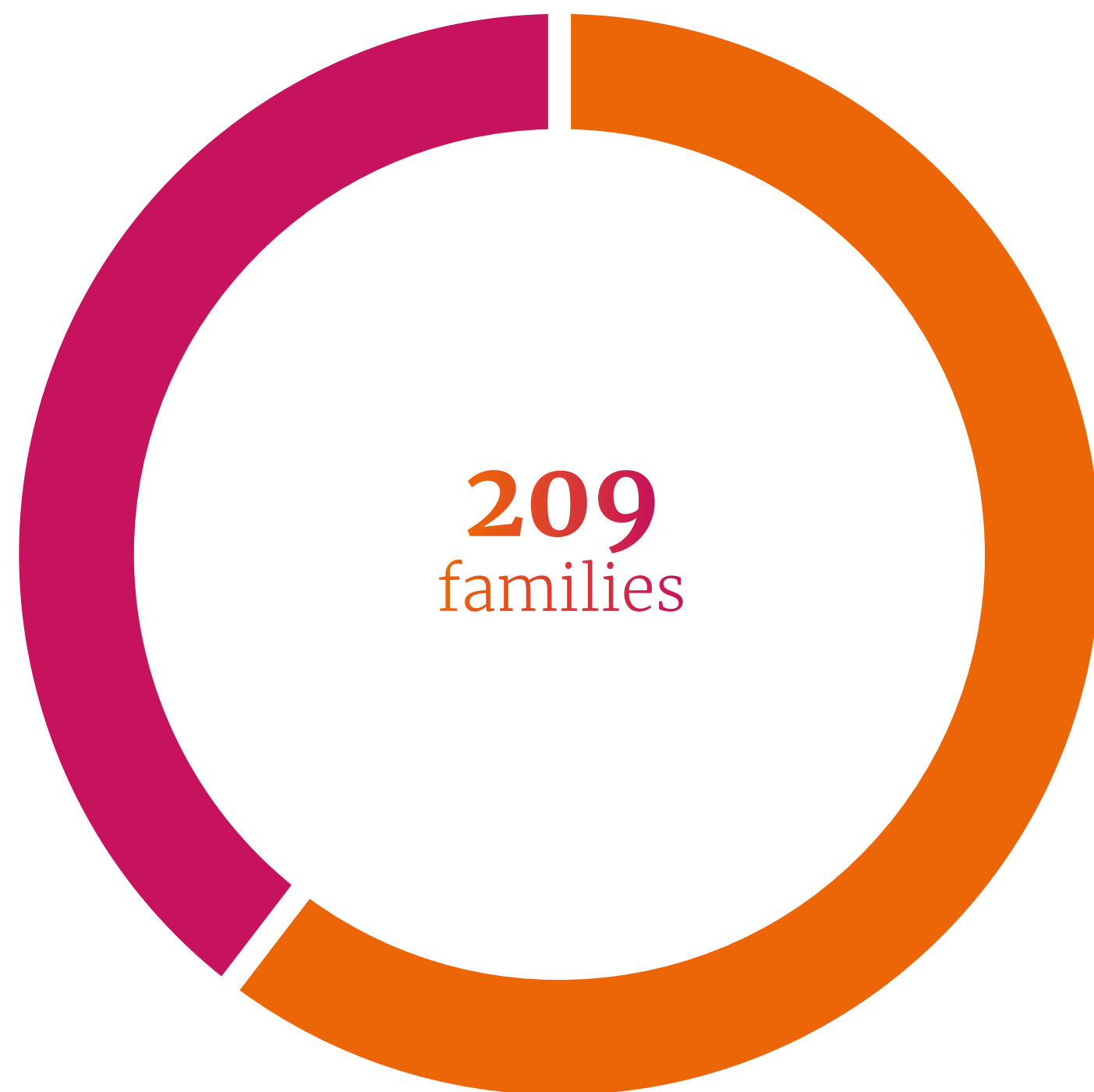
Among the child beneficiaries, rate of those in early childhood





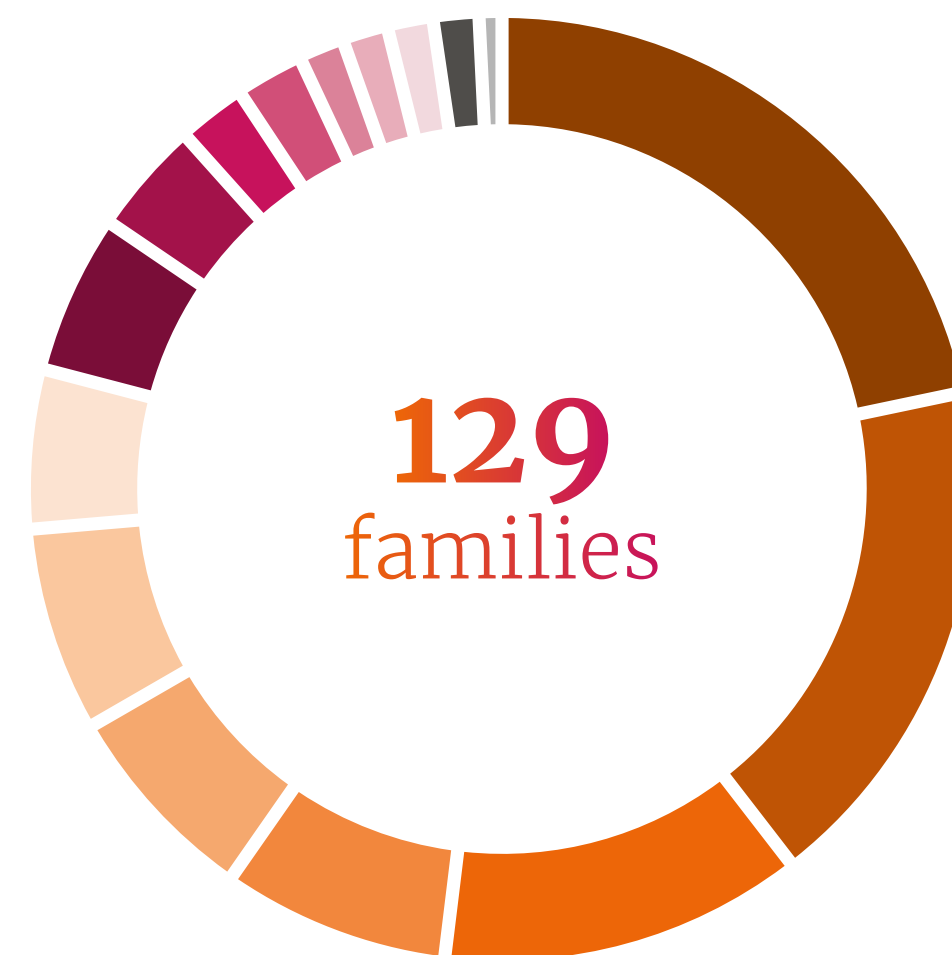
# Profile of the families – location

## Rio de Janeiro



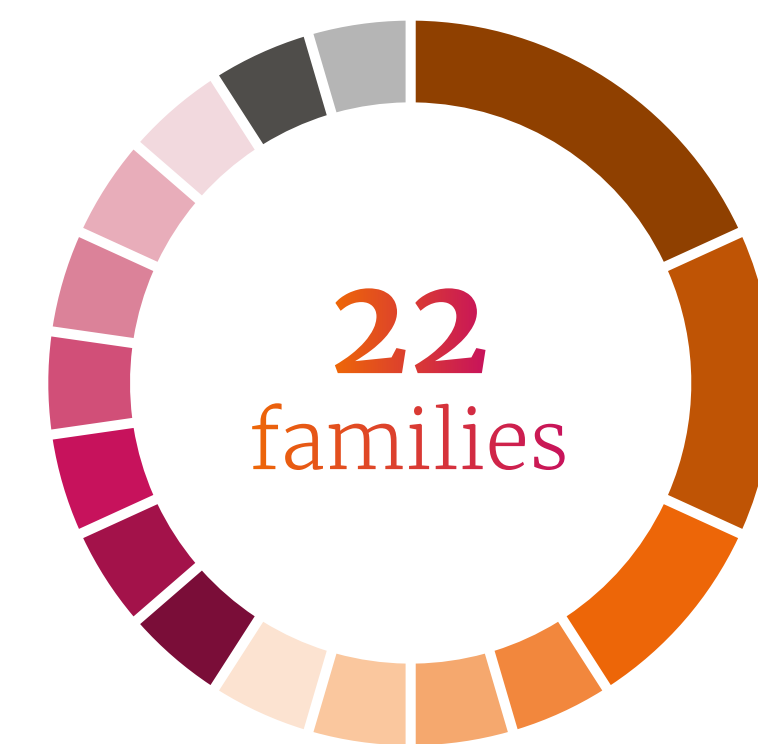
**+ One family in the state of Ceará**

## Metropolitan region



<b>28</b> Nova Iguaçu	<b>5</b> Seropédica
<b>23</b> Duque de Caxias	<b>3</b> Mesquita
<b>16</b> São João de Meriti	<b>3</b> Niterói
<b>10</b> Belford Roxo	<b>2</b> Itaboraí
<b>9</b> Queimados	<b>2</b> Nilópolis
<b>9</b> São Gonçalo	<b>2</b> Itaguaí
<b>7</b> Japeri	<b>2</b> Maricá
<b>7</b> Magé	<b>1</b> Guapimirim

## Other cities



<b>4</b> Araruama	<b>1</b> Petrópolis
<b>3</b> Angra dos Reis	<b>1</b> Rio das Ostras
<b>2</b> Mangaratiba	<b>1</b> São Pedro da Aldeia
<b>1</b> Cabo Frio	<b>1</b> Teresópolis
<b>1</b> Campos dos Goytacazes	<b>1</b> Valença
<b>1</b> Itabapoana	<b>1</b> Volta Redonda
<b>1</b> Macaé	<b>1</b> Itaipuaçu
<b>1</b> Nova Friburgo	<b>1</b> Quatis





# Assistance in 2020: **12,080 in total**



**2,382**  
Nutrition



**1,756**  
Health



**1,235**  
Psychology



**172**  
Income



**27**  
Psychiatry



**1,602**  
Education



**408**  
Legal



**255**  
Housing



**2,781**  
Social Services



**1,462**  
Family Assistance





# More about our services

In 2020, the Dara Institute offered the following support programs:

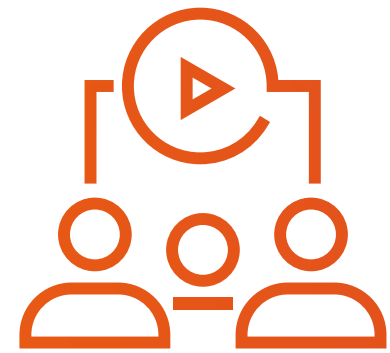
## Family Support Program

The meetings took place weekly, using virtual conferencing apps, and were led by social workers and volunteers. The meetings offer a time for participants to reflect, share their experiences, discuss issues, and explore the challenges families face. In 2020, the main topics covered were income generation, education during the pandemic, household organization, sexually transmitted infections, and COVID-19.



**639**

Participants



**55**

Meetings

## Teen Support Program

Targeting youth ages 12 to 17, this program encourages young people to take responsibility for their futures, assists them in decision making, and offers them a chance to reflect on their relationships, build interpersonal skills, and talk through issues such as education, racism, etc. During the pandemic, one of the main issues discussed was family relationships during quarantine. Each month, the young members of families assisted by Dara met virtually and participated in these activities.



**99**

Participants



**12**

Meetings





# When entrepreneurship begets dignity

By Jéssica Leal – Entrepreneur and pastry chef\*



My name is Jéssica Leal and today I introduce myself as an entrepreneur in the food industry. I make and sell desserts, cakes, pies and other sweets to generate income for my family. I am also a YouTuber – I produce, edit and publish videos with tips for people who wish to enter the culinary field.

**But my life hasn't always been this way.**

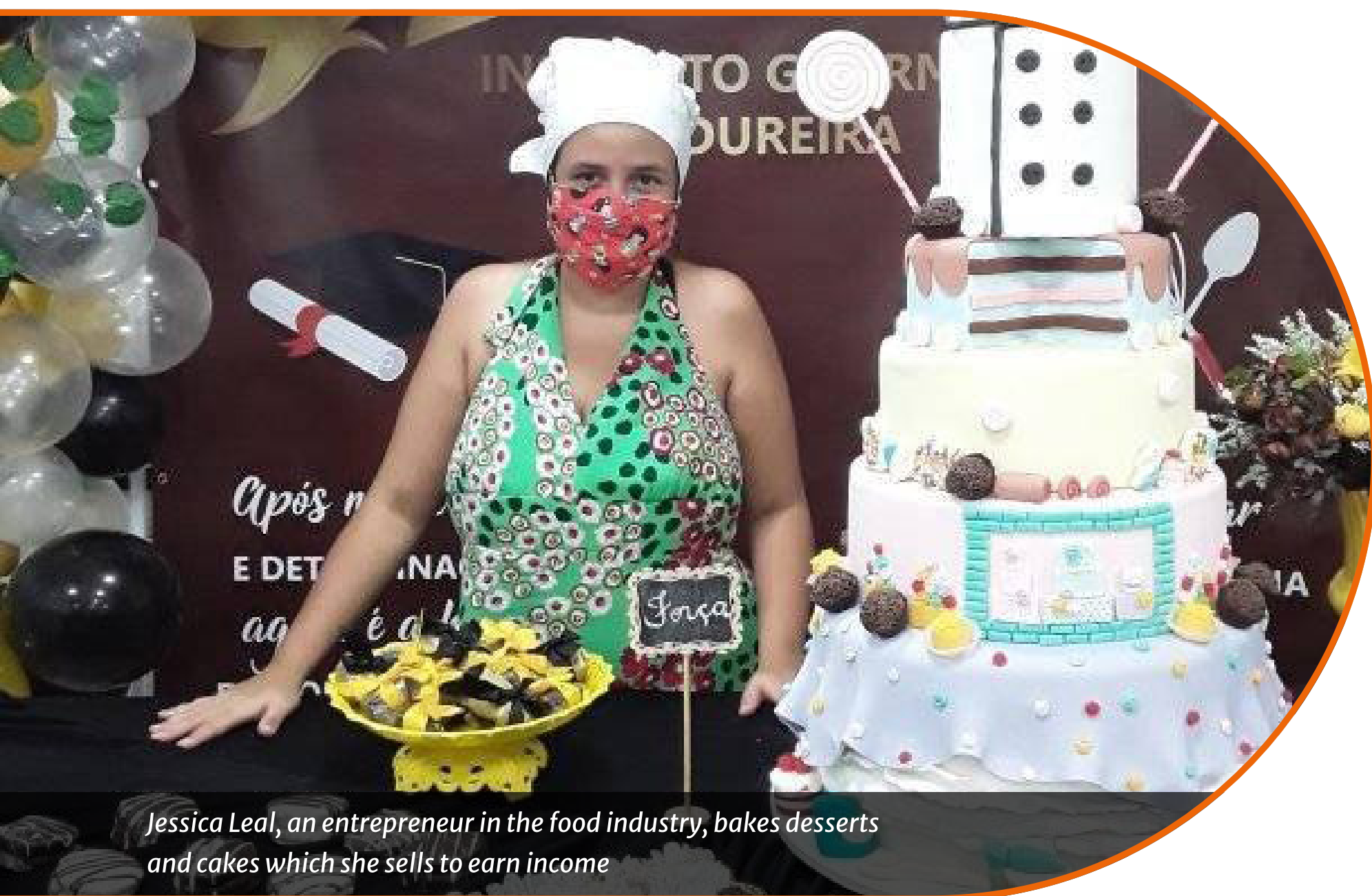
In 2018, my first daughter was born. When Ana Valentina came into this world, she brought much happiness into our lives. However, shortly afterwards, she was diagnosed with malnutrition and an allergy to milk protein. I had to take her for treatment at the Lagoa Hospital. From there, I was referred to the Dara Institute, where I developed a Family Action Plan (FAP) focusing on five areas: health, education, income generation, citizenship and housing.

**When I arrived at Dara, my life had no direction.** I felt completely overwhelmed not knowing how to look after the people I loved the most. It was a feeling of total helplessness. I didn't believe in myself.

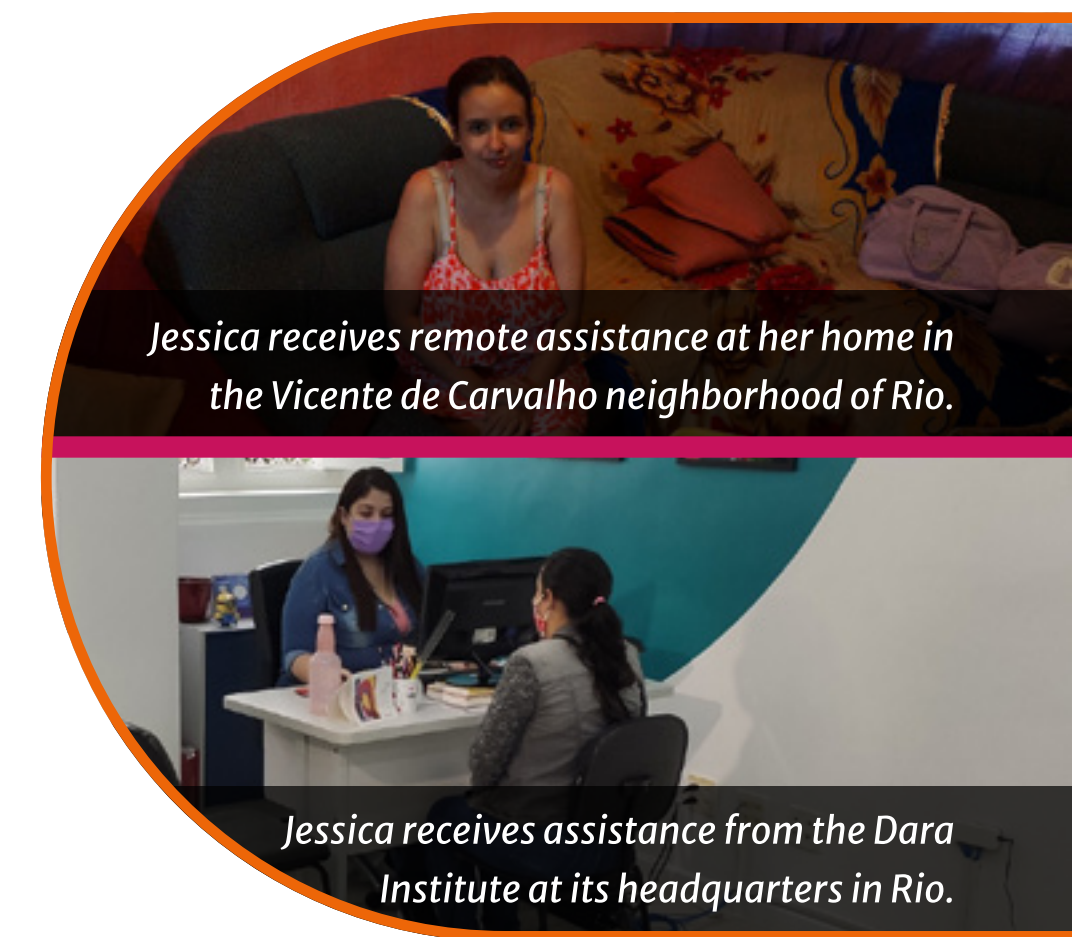
In the FAP program I received medical referrals, nutritional monitoring, and guidance on education, housing and accessing my rights. More recently during the pandemic, the institute's social workers have helped me access emergency aid, which has brought a little peace of mind in the midst of the crisis.

But the highlight of my experience with the Dara Institute has definitely been in the area of entrepreneurship and income generation. Right from the start, I took advantage of all the opportunities that were offered. I signed up for the culinary course, and from the first minute of the first class I knew this was the career path for me. **I was a good student, attending every class and studying hard. In the end, I got a new job. In total, I participated in 11 courses!**

In 2020, I also participated in the ManaMano Fund [a social transformation and development fund designed to strengthen businesses in nano and



Jessica Leal, an entrepreneur in the food industry, bakes desserts and cakes which she sells to earn income







1) Jessica in a cooking class at the Dara Institute. 2) Jessica receives a certificate for completing the Dara Institute's culinary course (when Dara was still called "Saúde Criança").

micro-entrepreneurs in slums and the outskirts of Rio de Janeiro, as a way of mitigating the economic impacts caused by COVID-19 and to create income-generating tools for vulnerable families]. **I received business guidance, mentoring on marketing, and a financial contribution to manage my own business. What a godsend!**

A few months later, I decided to get rid of my manicure business supplies and

invest in what I really loved: being a pastry chef! It was a dream built by many hands – and with the help of many mothers – that I finally made come true. **Today I have an online store selling different kinds of desserts, and I generate enough income for my family.** When everyone is vaccinated and the pandemic is finally over, I plan to go back to the streets to sell my sweets and – who knows? – maybe open a little shop in my neighborhood of Vicente de Carvalho, in Rio de Janeiro. I now realize that it was entrepreneurship and income generation that helped bring me dignity and become financially independent. That's the truth.

**Today, I am very proud of who I am, how healthy my daughter is, and how new possibilities have opened up for my family's future.**

That's when I asked myself: what can I do to repay everything I received? How can I help other mothers who are in a similar situation as I was? So, I looked at what I know best: making desserts and cakes. And since the internet is the best way to reach people, I created my own YouTube channel to give advice to anyone who wants to get into the business.

*\*Interview conducted by Victor de Oliveira, Communications Leader at the Dara Institute*



Jessica and her classmates at the culinary course graduation at the Dara Institute.







one hand washes the other





# When one hand washes the other, it affects the lives of thousands of people

When the World Health Organization (WHO) declared the coronavirus outbreak a global pandemic on March 11, 2020, we were faced with some tough questions. How were we going to ensure that the more than 1,400 people served monthly by the Dara Institute continue to benefit from the same standard of the past 29 years while practicing distancing, social isolation, and quarantine? And how were we going to mobilize society to join this fight with us?

Between March 25 and September 25 of last year, we carried out the One Hand Washes the Other campaign, which, among other results, enabled more than 6,000 interventions in the areas of health, education, income, housing and citizenship. As part of this campaign, we also collected 11,000 donated items, including medicine, basic food baskets, baby formula and food card refills.

**In total, the campaign received 970 donations totaling R\$ 1,438,260.85! (about US \$272,800).** We asked three women who had actively participated in the campaign to describe how they were affected by it:

## **Bruna Santiago, 33 years old, manicurist and mother assisted by the Dara Institute**

“The Dara Institute has helped me a lot during this period of social isolation. I always receive calls or messages from them, offering help in different areas. They send me educational activities for the children, nutritional guide-



*Bruna and Giovanna Santiago directly benefited from the One Hand Washes the Other campaign*

lines...always simple things that I can do at home. I have a four-year-old daughter, Giovanna, who used to attend daycare every day. When the pandemic hit, she had to stay at home, and in the first few days she was so temperamental and rowdy.

But with Dara’s help, her behavior has improved a lot. She is calmer,

has enjoyed the suggested activities, and is really interested in everything I’ve passed on to her. Dara also reloaded my food card so that I could buy groceries and cleaning supplies.”

## **Laura Mota, Dara Institute social worker**

“Being a social worker means facing new challenges on a daily basis, especially during a pandemic that has taken such a toll on society. As our code of ethics emphasizes: ‘It is the duty of a social worker to participate in relief programs for the population during a calamity, attending to their needs and defending their interests.’ In the context of a pandemic – which is still affecting many people – we had to reinvent ourselves and come together as a team to continue offering quality care, albeit remotely.



Final Report of the One Hand Washes the Other campaign  
[click here](#)



Article about the One Hand Washes the Other campaign  
[click here](#)



Article about the Family Support Program  
[click here](#)







Laura Mota, social worker  
at the Dara Institute

The families served by the Dara Institute live in situations of social vulnerability, and were directly affected by the pandemic. Many families which before the pandemic were at least able to afford basic needs have now completely lost their source of income. This required us to strengthen our work, evaluating, guiding, facilitating, using our technical know-how, and expanding our network and links with other institutions

in order to provide access to services and emergency assistance, create awareness about public policies, and so on.

Despite the challenges presented by the pandemic, we had cases like that of Jéssica Leal, a mother who participated intensively in the FAP program and

did everything she could to cope during the crisis.” (Check out her story on page 18.) [check it out](#)

### Monica de Roure, Vice President of BrazilFoundation



Monica de Roure, Vice President  
of BrazilFoundation

“I have known of the Dara Institute since the late 1990s. Throughout all these years I have admired their approach in assisting families and tackling poverty at its core in Brazil. Dara has transformed the lives of thousands of people living in hopeless or very vulnerable situations, serving as a model of social change for anyone looking to make a meaningful difference.

**As VP of the BrazilFoundation, I am very proud to call Dara a partner organization.** During the pandemic, as soon as we received the notice about **Dara’s One Hand Washes the Other campaign**, we mobilized to leverage the campaign’s resources, and contributed to the cause of assisting hundreds of vulnerable families. We are ever mindful of operating with transparency, and periodically review the financial records, testimonials and life stories of the people whose lives have been transformed.”



Article about the  
Family Support  
Program

[click here](#)



Video of the One  
Hand Washes the  
Other Campaign  
with Gilberto Gil

[click here](#)



Playlist of the  
One Hand Washes  
the Other Campaign  
on our channel

[click here](#)



Laura Motta, a social worker at the Dara Institute, provides remote care from Dara’s HQ and participates in one of the community taskforces to deliver baby formula and medicine







expansion





# Planning to grow: the Dara Institute's Theory of Change

By Sabrina Porcher – Expansion leader at the Dara Institute



Throughout its 29 years of operation, the Dara Institute has sought to expand and inspire other organizations. Using our innovative social technology in the fight against poverty, we have impacted more than 75 thousand socially vulnerable people in Brazil directly, and over one million people in three other continents indirectly. More than 23 organizations inspired by our work have been created in Brazil, and in 2009 the Family Action Plan program became public policy in Belo Horizonte (Brazil's third largest city) (MG).

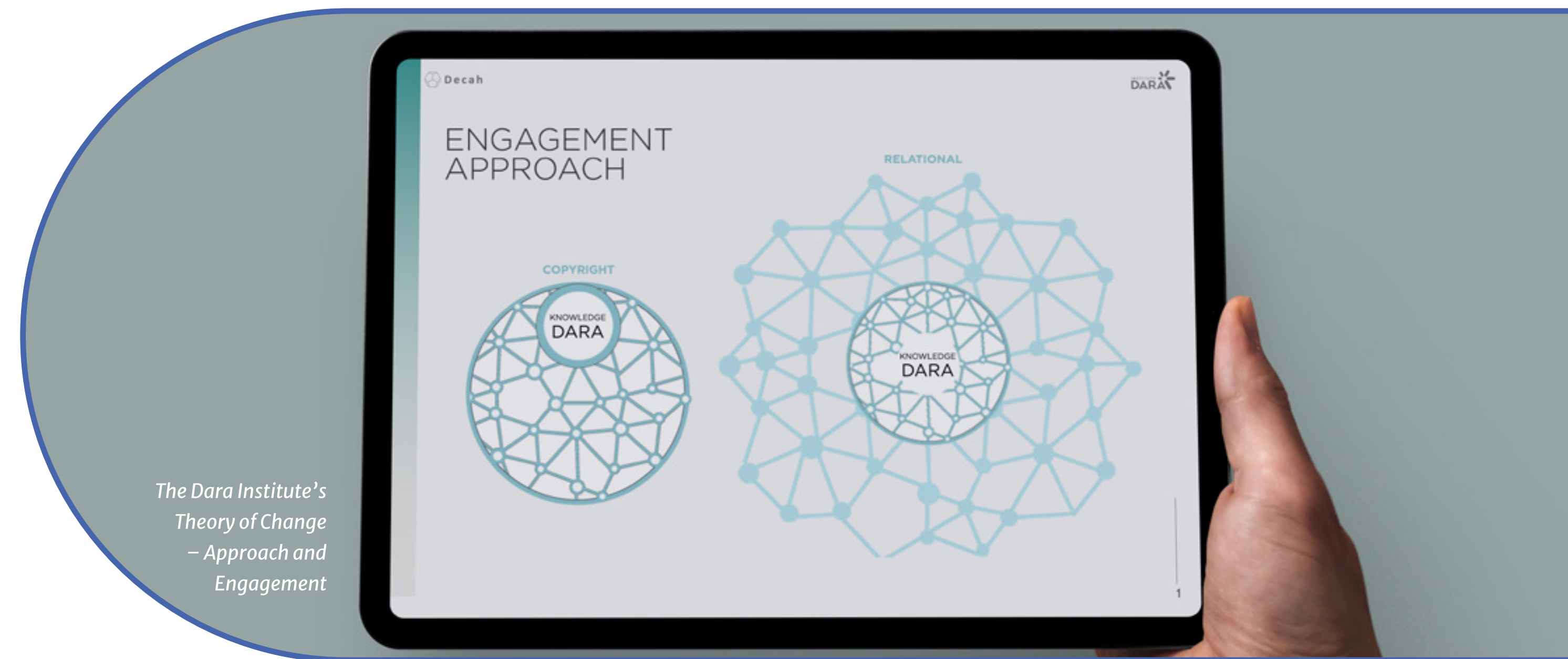
In 2020, the world changed, and so did Dara. We realized it was time to develop an expansion strategy that would allow us to scale up our work combating poverty by promoting health and human development.

And so, we started a process based on the Theory of Change, a methodology widely known in the social entrepreneurship environment to help organizations define their intended impact. Inspired by Leonardo Da Vinci's famous quote, "Simplicity is the ultimate sophistication," we began our thinking by asking simple yet challenging questions: What do we do, why do we do it, and how we do it?

The answers were even more simple, yet essential: What the Dara Institute does is combat **poverty taking an intersectoral approach. Why? Because poverty is the worst social disease that exists.** How? Through our social technology, the Family Action Plan, which develops solutions to deal with complex social challenges. Leveraging our knowledge, impact measurement capabilities, and the network that we've developed over the past 30

years, we are scaling-up our operations and disseminating our methodology to be replicated elsewhere and by other organizations.

In the face of new challenges, a new approach is needed. We need to create and define a network to discuss and articulate ideas, disseminate knowledge, and generate new possibilities in the search for structural and effective change in the intersectoral fight against poverty.



The Dara Institute's  
Theory of Change  
– Approach and  
Engagement

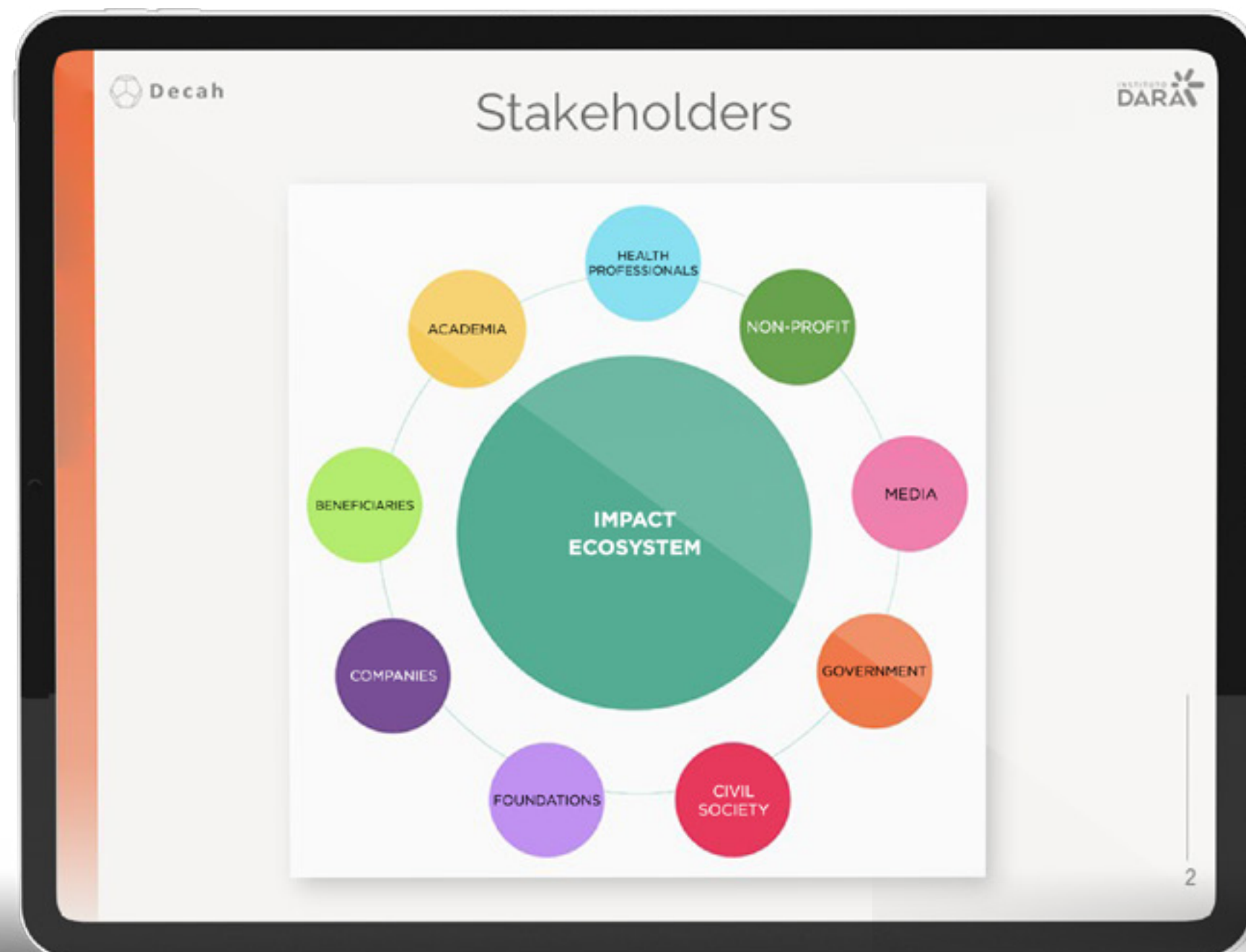




**The solutions we have devised to expand Dara's work are based on five pillars: innovation, digitalization, knowledge dissemination, training and building a movement to fight poverty.** Initiatives based on these pillars will help us mobilize actors in different sectors of society (government, academia, corporate, media, and non-profit, etc.) and diversify the way we carry out our work in order to increase our overall impact.

The challenges are enormous. In the face of the worst pandemic in recent

history, we are seeing rates of hunger, extreme poverty and social inequality growing, while the interventions required to reverse these problems become increasingly complex. We think of Dara as a bright star. Having spent the past 30 years developing its expertise, the Dara "star" shines light on the importance of an intersectoral approach to combating poverty. **We are committed to mobilizing an intersectoral poverty-fighting environment that promotes health and human development for all.**







impact and evidence





# The importance of monitoring and evaluating our performance



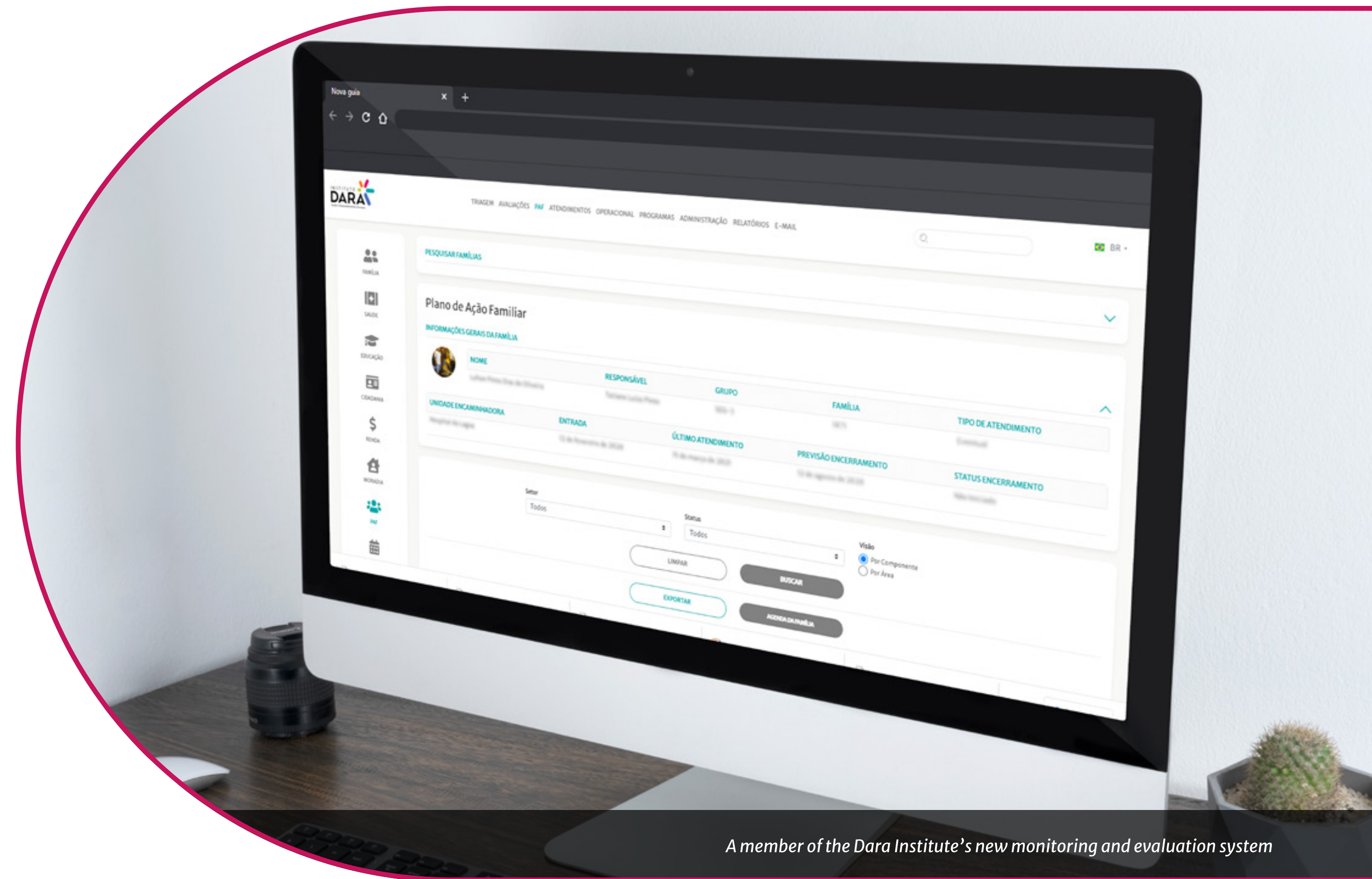
By Adriane Menna Barreto – Director of development at the Dara Institute

2020 was a year of enormous challenges for the Dara team. The pandemic, and the uncertainties that came with it, forced us to modify our service delivery, first to a virtual format, and later, to a hybrid combination of in-person and virtual.

It was not without its challenges. One of the key factors for continuing assistance to families was our monitoring system. Since our system is online, our staff was able to continue their work from home, entering new information whenever they made contact with families. The technical team and volunteers continued to work in an integrated and collaborative manner. **The system allowed us to continue our work with families, even at a distance.**

Our online system allows us to monitor over 150 indicators, as well as giving us a complete picture of each family and its environment. We enter into the system all the guidance Dara gives to families, be it medical, nutritional, psychological, pedagogical, etc. We monitor each family's action plan and their progress carrying out the plan's actions. And we assist them in addressing challenges that arise. Throughout the year, we monitor each family's needs and track all of Dara's contributions (medicine, baby formula, water filters, food cards, etc.).

The team has continued to work in an integrated manner because we believe that information sharing is fundamental to the success of Dara's work. Since our digital tools keep all relevant data on each family in one place, we can present a holistic picture of the results achieved with each family in a



A member of the Dara Institute's new monitoring and evaluation system







*The Dara Institute team using its computer system to assist families*

given year. This helps us ensure accountability to society, to our partners, and to our sponsors.

Although this system has been essential for our work, after 8 years of using it we realized it was time to modernize it and make it more accessible. Thus, working with the Rio-based company Radix Engineering, we undertook a modernization of our system. Now, in addition to performing better, our online system can be accessed from anywhere and from any device – cellphone, tablet or computer – in Portuguese or English.

In addition to Dara, four other independent organizations, whose work has been inspired by the Family Action Plan (FAP) methodology developed by Dara, have been granted a license to use our system. Our modernized system offers them a comprehensive results-monitoring program and an effective way to measure institutional impact.

2020 was a year of hard work, and one which showcased the extraordinary dedication of the entire Dara team. **We believe that our multidisciplinary work, where information is shared, is essential for the families we assist to achieve social transformation.**







qualitative  
research





# Transformation, self-esteem and resilience: Dara's qualitative research



By Tânia Limeira – Researcher at the Getulio Vargas Foundation and Dara Institute advisor

In order to understand the medium-term qualitative impacts on the living conditions and well-being of families assisted by the Family Action Plan (FAP) (developed and implemented by the Dara Institute), a survey was conducted between August and December 2019 in Rio de Janeiro.

**All the survey participants recognized that significant changes in their families' living conditions took place as a result of their participation in the FAP.** The program enabled their families to overcome serious health problems, improve their housing conditions, and generate income through professionalization.

The methodology surveyed 30 women who were the primary providers for their families. 18 of them were divided into four focus groups, while the remaining 12 were interviewed separately. Three themes were explored: the period prior to entering the FAP, their current living situation, and their outlook for the future.

The survey found that participation in the FAP helped participants learn how to deal with and overcome psychological and physical suffering. They recovered self-confidence, self-esteem, self-acceptance, resilience, and a sense of belonging and hope, and left the program with a greater sense of empowerment.

In other words, the FAP served as a transformative experience, leaving participants optimistic about the future. That said, some participants faced difficulty entering the formal labor market upon completion of the FAP due to

an unfavorable economic climate.

A feeling of gratitude toward the Dara Institute team was unanimously expressed by the participants. Based on the results of the survey, the team was able to identify areas for improvement and innovation in the FAP.



[Click here](#) to view the survey







social  
mobilization





# Mobilization saves lives

By Vilma Gedey – Dara Institute volunteer and family monitoring coordinator



I've been a volunteer at the Dara Institute for almost 20 years. When I started to visit families, what I witnessed on a daily basis became a huge motivation for my own life.

2020 was an incredibly challenging year for all the families I had the opportunity to serve, especially for the most vulnerable. In the early days of the pandemic in Brazil, I was instructed to work remotely, so I started to assist families from home. At first, I had a lot of difficulty communicating with families, because internet with a strong signal is practically a luxury item in Brazil! But in time, families managed to get better internet connections, thanks in large part to the fundraising campaign that we carried out.

**What moved me the most during that period was how the mothers and fathers I visited put their trust in Dara.** The warm welcome our team always received when we visited in person has been reinvented and actually strengthened during this period of remote service.

If the pandemic has been difficult for me, at least I have an income and live in a pretty good part of Rio, but imagine what it must be like for families that live (or just get by) with many people all in a tiny room, and have, from one day to the next, lost their jobs? This is an extremely difficult situation for those people.

I can't stress enough how much I admire the service team at Dara. My fellow volunteers, the doctors and nutritionists, the psychologists and edu-

cators, and the whole team have been working tirelessly to help relieve the suffering of many families during this time of crisis.

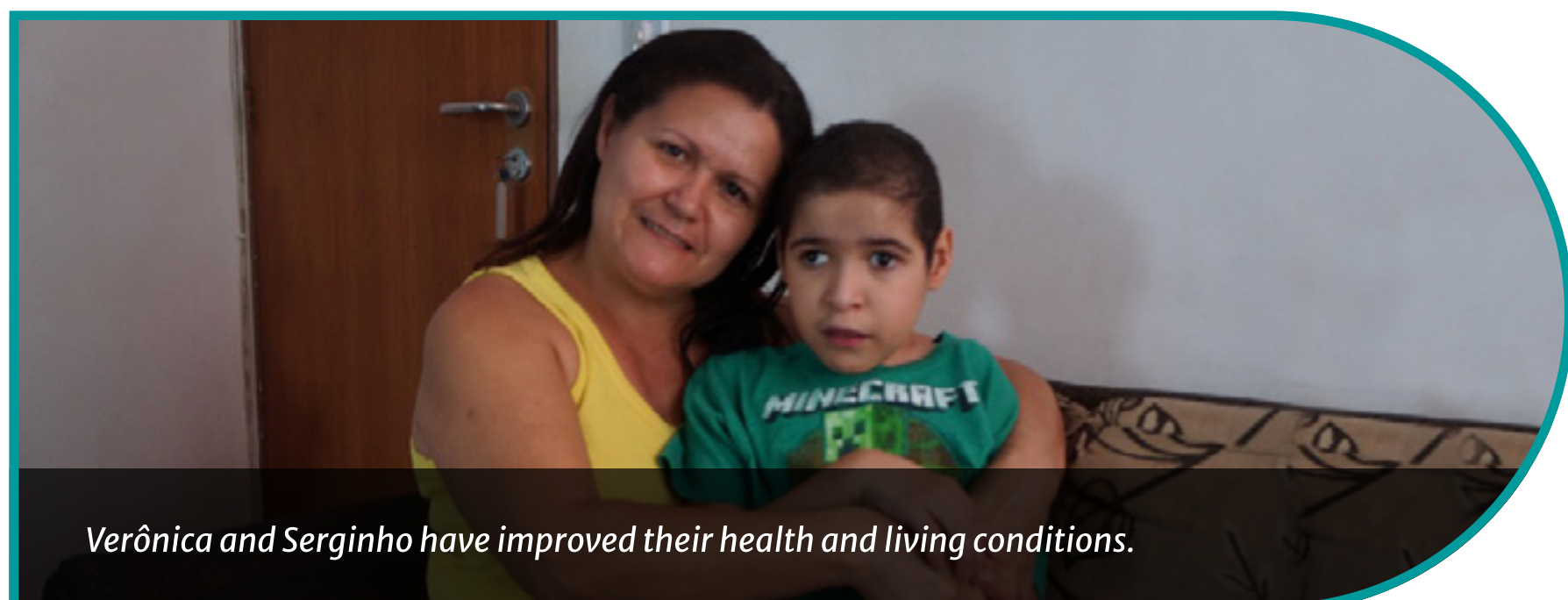


Vilma Gedey (left), a volunteer at the Dara Institute, doing family monitoring. The service team (right) participates in the community taskforce that delivers baby formula and medicine.





I felt fortunate to witness (virtually) Verônica and Sérgio's joy when they got the medical equipment that their son Serginho needed, and to watch how they improved their living conditions and health, all through Dara's assistance.



*Verônica and Serginho have improved their health and living conditions.*

I got to share in Bianca and Augusto's excitement when they received emergency assistance with guidance from our team, as well as donations and food card recharges, and were able to do some repairs to their home.



*Bianca Souza's family received emergency assistance through Dara.*

I relished Elaine Gomes' victory and sense of accomplishment after she secured a job with a formal contract, got her own home, and, through support circles and psychological assistance, managed to overcome trauma in her personal life.

The lesson I take away from all this is exactly as the title says: **Mobilizing saves lives!** Together, we are much stronger.



*Elaine Gomes proudly displays her Family Action Plan certificate of completion.*



# Enough! Poverty is not normal

By Pedro Barros – Dara Institute leader of individual fundraising

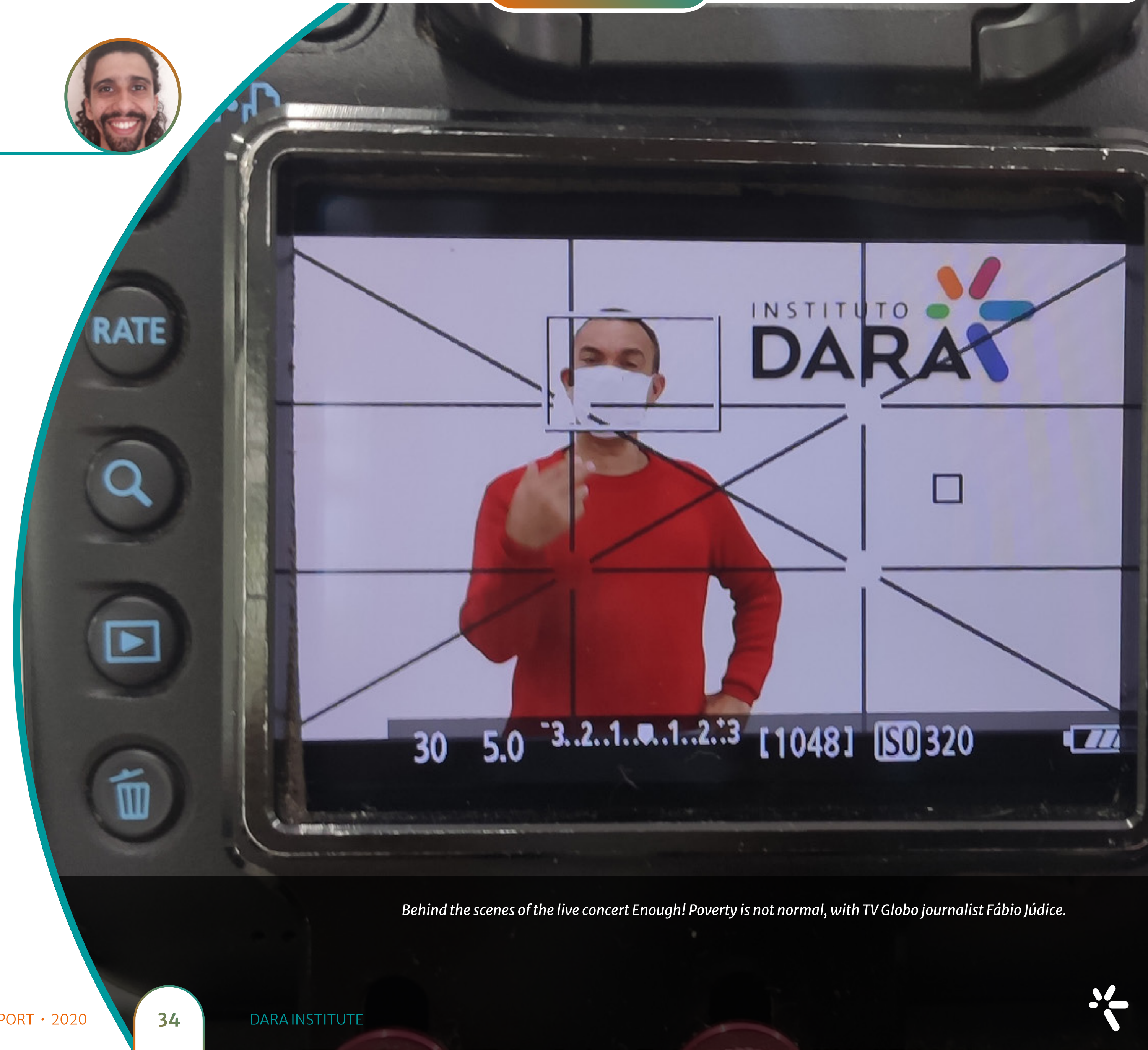


Enough! Poverty is not normal. This is the name of the current Dara Institute engagement and resource mobilization campaign. The campaign's focus is to mobilize different actors in Brazilian society and abroad to overcome poverty together.

**BASTA**

Poverty isn't normal. It's not an accident either. The phenomenon of poverty worsening in step with the pandemic must be stopped, now. In the time it took the world's top 25 billionaires to earn US \$255 billion (about 1.2 trillion reais) – i.e. in the first three months of the pandemic, from March to May 2020 – 68% of the residents in Brazil's favelas reported having not enough money to buy food. I don't believe we have any right to think this shocking reality can be considered normal.

I'm glad to be able to work at Dara, an institution that has been providing assistance to socially vulnerable families for almost 30 years. With the methodology it has developed, Dara has the ability to give society a shake-up, enhancing the strength and autonomy of people who suffer from something that, in this day and age, should only be read about in history books.



*Behind the scenes of the live concert Enough! Poverty is not normal, with TV Globo journalist Fábio Júdice.*





This campaign is a challenge because our ambition is sky-high. To achieve our goals, we need to increase our number of monthly donors, the friends of Dara, and the companies that are now active in combating poverty.

That's why we have campaigns planned to mobilize clients, employees, colleagues, neighbors, friends, contacts in social networks, and family.

**We know that poverty has a solution. And with you, who took the time to read this article, we are sure that we will achieve it.**

Learn more at [dara.org.br/basta/en](https://dara.org.br/basta/en)



Cover of the newspaper Baixada featuring the Enough! Poverty is not normal campaign



Pro bono ad for the Enough! Poverty is not normal campaign in Sorria magazine.





# A change beyond just the name

By Victor de Oliveira – Communications leader at the Dara Institute



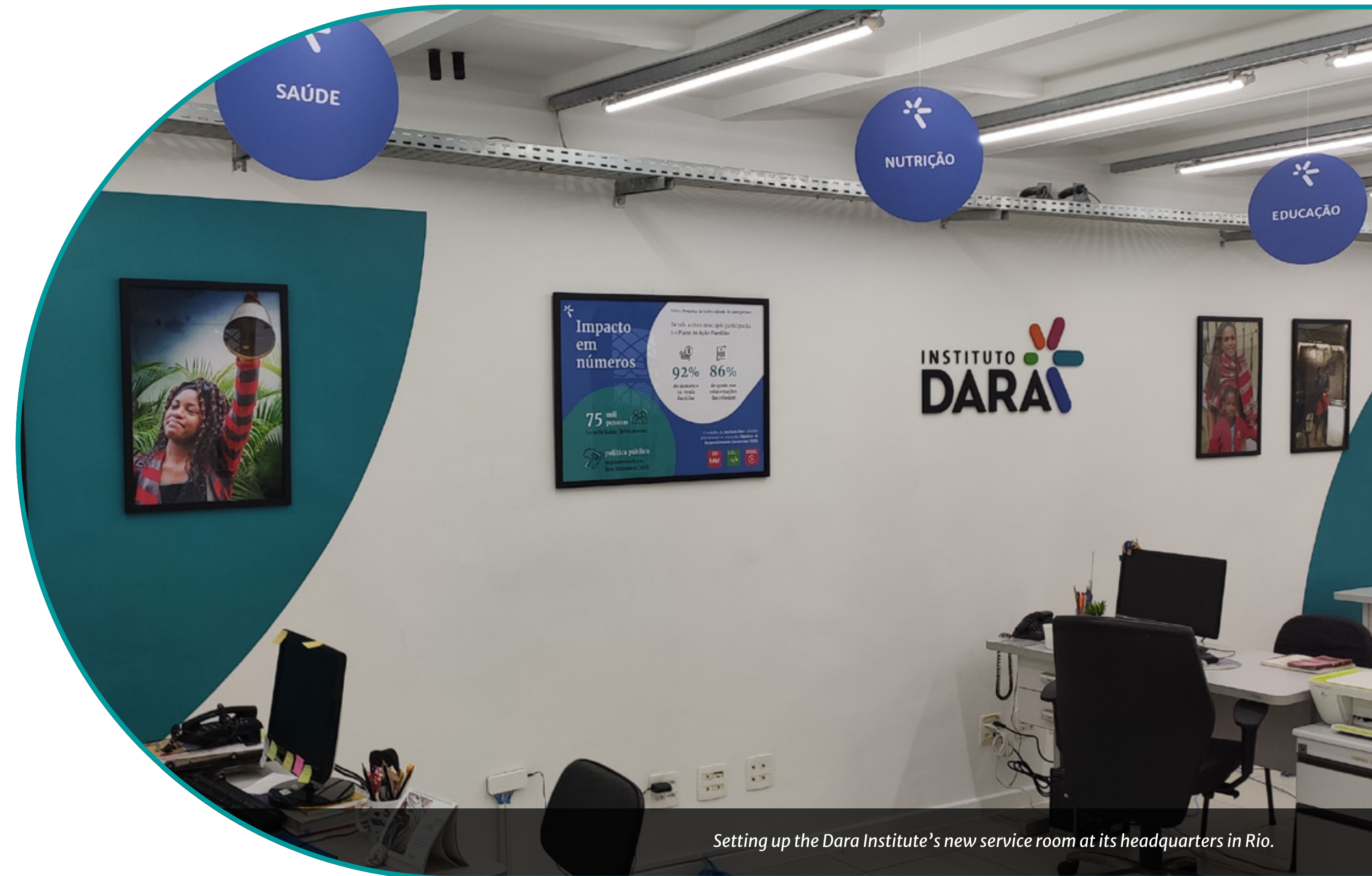
“You’re hired. When can you start?” Vera Cordeiro and Mirella Domenich said to me back in July 2019. Taking on responsibility for communications of the Dara Institute at such a critical moment was, without a doubt, the biggest challenge of my career as a professional specialized in public communication.

On my first day on the job, the directors presented me with a momentous challenge: communicating the organization’s name change from Saúde Criança to the Dara Institute. And the change was deeper than just the name.

With it came an effort to reposition the institute’s brand to showcase the intersectoral approach it has taken over the past 30 years to combat poverty, working with families in a holistic manner.

Along the way, there have been countless conversations, exchanges of experiences, joys, disappointments, achievements and, above all, lessons learned. These things I’ve experienced have been shared by everyone involved. During my time at Dara, I’ve grown, as a human being and as a professional, and I believe that’s a sentiment reflected in the entire team.

Just over a year later, I am immensely proud of what has been built by Dara’s team and partner companies. My thanks go out to colleagues from Trinca, Refinaria Design, PortPrint, and Radix Engineering, and to all our communications volunteers, especially our very talented photographer, Eurivaldo Bezerra.



Setting up the Dara Institute’s new service room at its headquarters in Rio.

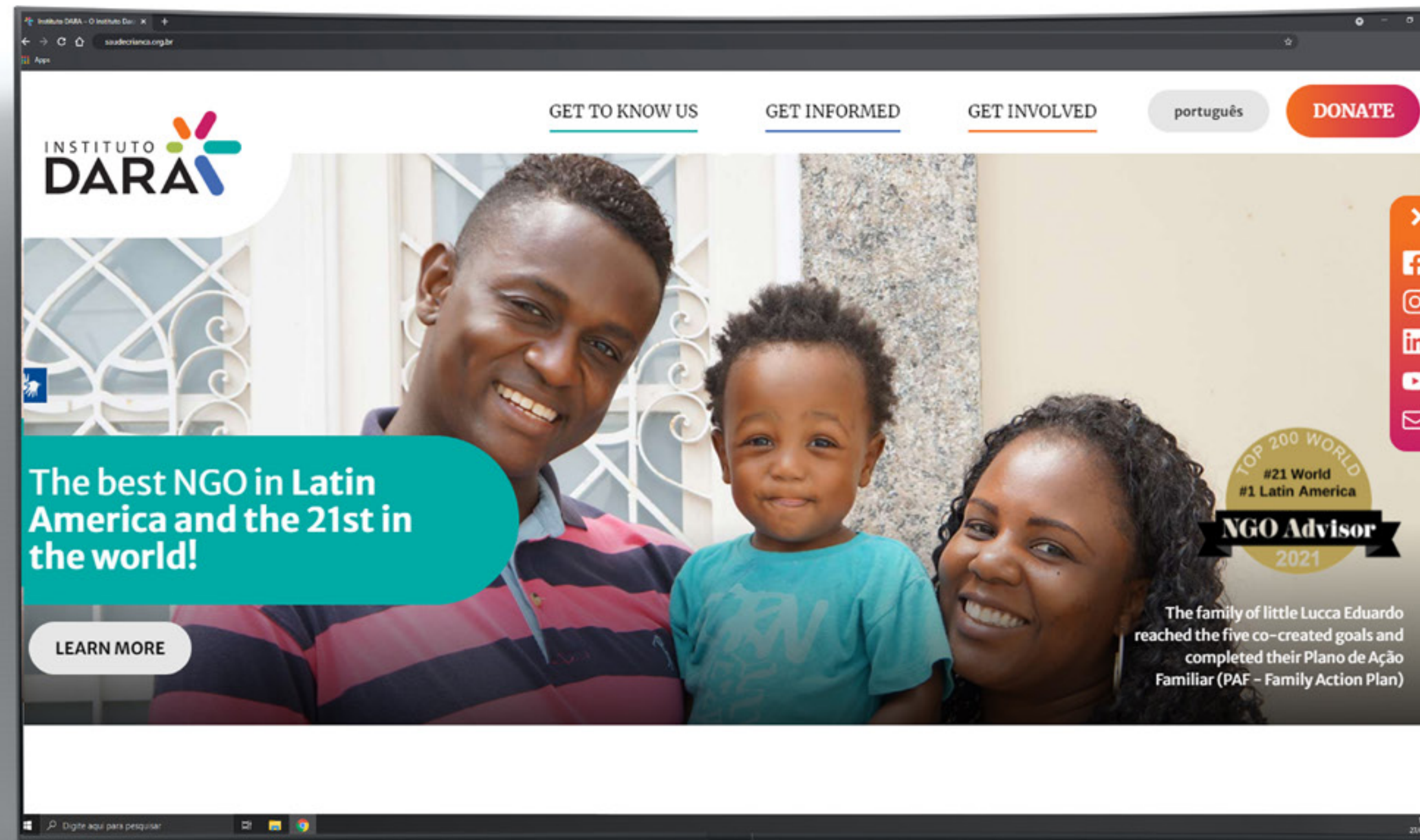




In that period, we've created a new website, redesigned our headquarters space, developed a new narrative – including mission statement, vision and values – and produced a vast array of communications and fundraising materials. As our campaign hashtag says, #WeAreDaraNow. Our mission, and the path to achieving our goals, have never been clearer.

**Our broader ambition is to become a national reference in the fight against poverty. How? Creativity, partnerships, visibility, stories and innovation.**

I promise to come back here and tell you more next year!



Home of the new Dara Institute website





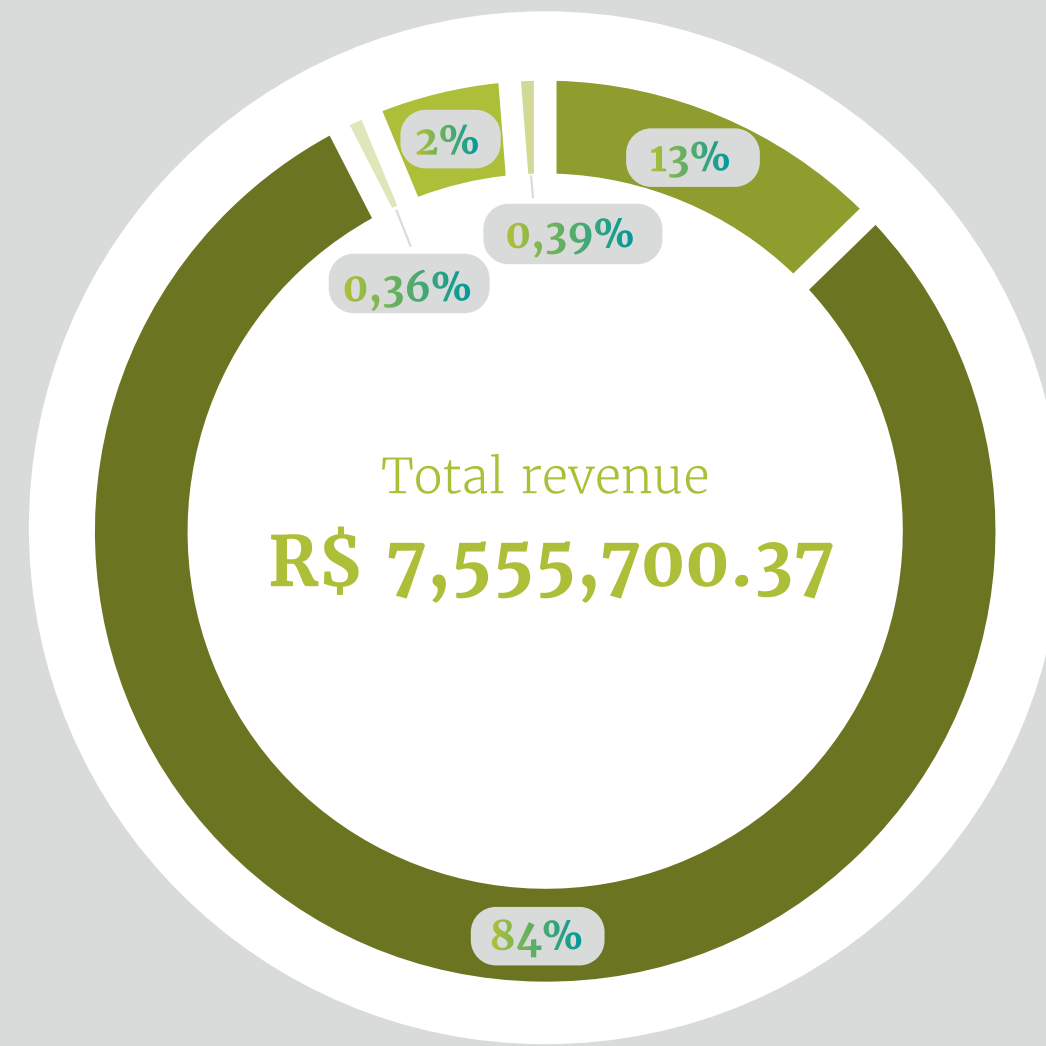


financial report





## Revenue



**Corporate donations**  
R\$ 6,346,266.19

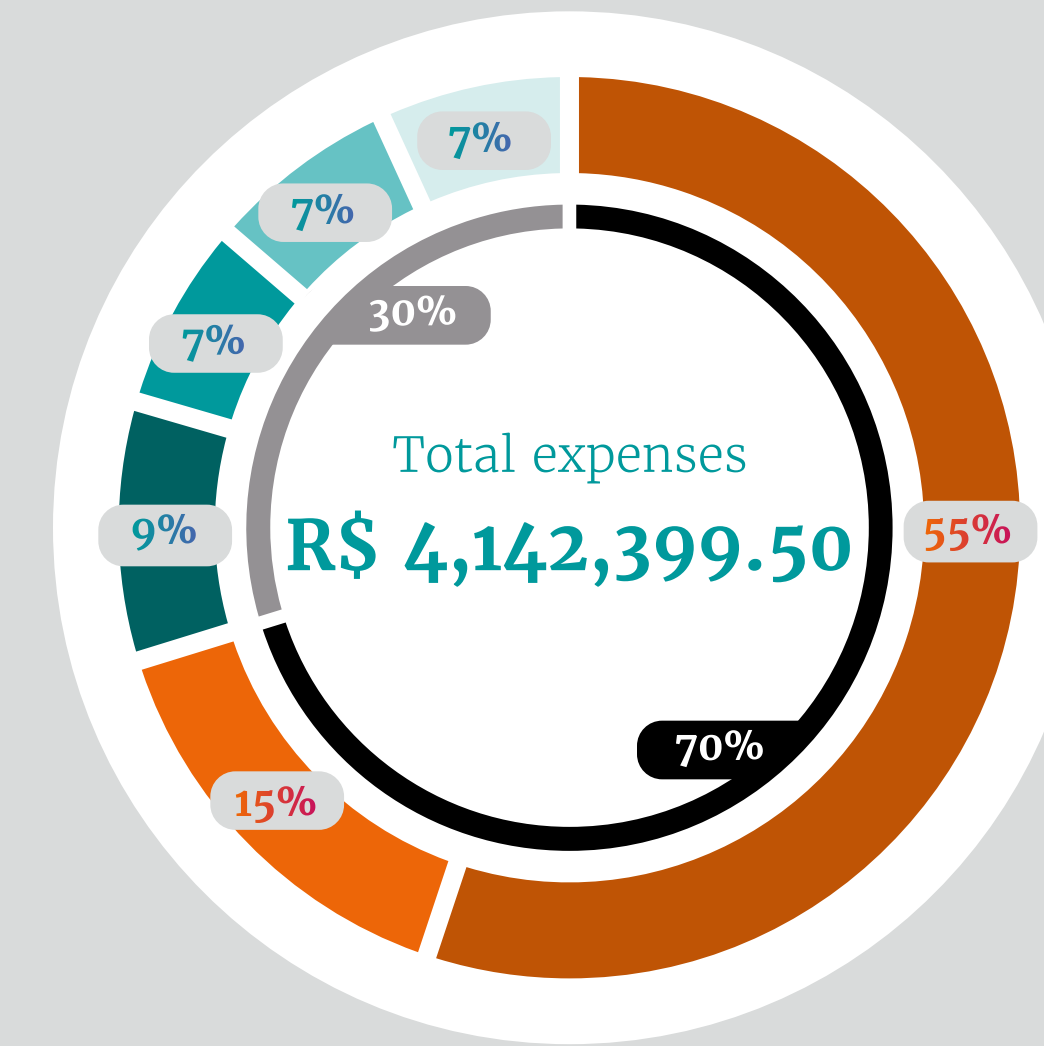
**Product area sales**  
R\$ 141,989.54

**Individual donations**  
R\$ 1,010,645.93

**Property**  
R\$ 29,590.16

**Financial investments**  
R\$ 27,208.55

## Expenses



**Year-end activities**  
R\$ 2,909,310.32

**Mid-year activities**  
R\$ 1,233,089.18

**Direct services**  
R\$ 2,283,149.16

**Fundraising**  
R\$ 384,304.63

**Indirect services**  
R\$ 626,161.17

**Management**  
R\$ 283,016.70

**Products area**  
R\$ 283,868.01

**Communication**  
R\$ 281,899.84

All our financial data is audited by an independent external audit.

[Click here](#) to see our transparency page.





# Support

There are several ways you can get involved with Dara. In 2020, we received support from more than 200 friends, contributing a total of 13% of our budget. We also had 160 volunteers devoting their time. Companies and foundations have also contributed to our work. We accept donations in the following forms:



Credit card



Bank slip



PayPal



Key CNPJ  
40.358.848/0001-01



Bank transfer  
Agency 0532  
CC 18096-5



Bank transfer  
Agency 1444  
CC 26259-5



Bank transfer  
Agency 3519  
CC 29905-7

# Sponsorship

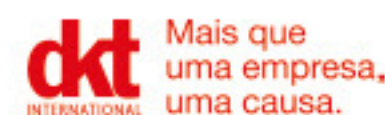
Become a Dara partner!

The work of any civil society organization depends on financial resources. The Dara Institute is no exception! Financial donations contribute directly to our work combating poverty while improving your company's ESG performance. The Dara Institute accepts sponsors via direct investment or through federal, state and/or municipal incentive laws.





# Sponsors and partners





## Who we are

### TEAM

Adriane Boavista Menna Barreto  
 Aira Luana do Nascimento  
 Bruno Gouveia Coutinho da Conceicao  
 Catia Alina de Almeida Bauer Guimaraes  
 Cristina Silva Pereira  
 Diogo Morais Moura  
 Elisangela Silva de Barros  
 Fabiana Almeida Padua  
 Fabiana de Almeida Paiva  
 Gabriela Carvalho Parente  
 Jean Paul Michelski  
 Jose Tierri Fernandes  
 Josefa da Silva  
 Katiane Kelle Alves de Lima  
 Laise Pereira de Souza  
 Lana Christina Santos Lacerda  
 Laura de Azevedo Motta  
 Livia Cristina Nunes Teixeira  
 Luana Alves  
 Lucia Martins Coimbra  
 Luiz Sergio Pereira da Silva Filho  
 Maria Christina Teixeira Novo  
 Marisa da Silva Santos  
 Marta de Azevedo Goncalves  
 Mirella Russo Domenich  
 Pedro Gomes de Souza Barros  
 Robson Matos Dias

Sabrina de Oliveira Porcher  
 Samuel Alcantara Costa  
 Sandra Regina Batista Palha  
 Sylvia Maria Lordello da Silva  
 Thais Alves Campelo  
 Thiago Gonzaga Fernandes  
 Vagner Rocha Costa  
 Vera Regina Gaensly Cordeiro  
 Victor de Oliveira Campos Ferreira

### ADMINISTRATIVE COUNCIL

Candace Maria Albertal Lessa  
 Flavio Menna Barreto (desde 2021)  
 Flavio Siniscalchi  
 Jose Oldemar Land Neto (desde 2021)  
 Laura Gaensly Cordeiro  
 Marisa da Silva Santos  
 Paulo Roberto Ayala Cordeiro  
 Sylvia Maria Lordello da Silva  
 Sylvio Leite Monteiro Filho  
 Vera Regina Gaensly Cordeiro

### AUDIT COMMITTEE

Andrea Rangel de Azeredo  
 José Ferreira Monteiro  
 Marcelo Rezende Chicralla

### ADVISORY BOARD

Alvaro Alberto Estima  
 Ana Paula Ferreira Antonio  
 Armínio Fraga Neto  
 Claire Marie Fallender  
 Cristiane de Oliveira dos Santos  
 Cristina Chagas Gouvêa Vieira  
 Eduardo Eugênio Gouvêa Vieira  
 Gloria Marques da Silva Costa  
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 Maria Emilia da Cunha Bezerra  
 Maria Luisa Marquez  
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 Mônica de Roure  
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 Sylvia Maria da Gloria de Mello Franco Nabuco  
 Tania Maria Vidigal Limeira  
 Tomás Ko Freitag de Lara  
 Vandrê Luiz Menezes Brilhante

**More than 160 volunteers contributed to the work of Instituto Dara in 2020.**

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