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# ANNUAL REPORT





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**Vera Cordeiro**

Founder and President

## The Dara Institute: one more year of innovation!

Often, the exhaustive and endless work at Dara seems so small when compared to the social inequalities we face in our country. Yet, when I arrive at the Dara Institute and a mother who has just completed the program hugs me tightly and says that Dara changed her life, all these uncertainties are washed away!

### **In 2022, the Dara Institute underwent a revolution!**

There are four areas of work at the Dara Institute: direct services to vulnerable families, the Expansion Program, The Knowledge and Information Sharing Unit and Social Mobilization.

At the core of what we do are the direct services we provide to the families that come to our headquarters. For the past 31 years we have been

improving the services we provide in five areas: citizenship, education, income generation, housing and health. In all these, our objective is the same: to promote the sustainability and agency of all families that come to us through our seven referral partner institutions: Hospital da Lagoa, Maria Amélia Buarque de Hollanda Maternity, Hemorio, public schools, Social Services Reference Centers (Cras, in Portuguese) and Ismart.

Our Expansion unit promoted the implementation of the Family Action Plan (Plano de Ação Familiar – PAF) in the United States and in Mozambique through an exchange and consultation process the result of which is proof that the work we carry out here can be successfully adapted to other countries and cultures. In Brazil we are expanding our activities to the city of Itu, São Paulo, and the Court of Justice System of Rio de Janeiro. It must be said that indirectly, our DNA has influenced institutions in four continents to the benefit of millions of people.

In 2022, the Knowledge and Information Sharing Unit has been made stronger with the creation of the Dara Hub, a platform that will house the knowledge





and experience we have acquired as well as experiences from other leading organizations in the fields of environment, health, poverty and human development. This new platform will be in operation in the beginning of 2023.

In the beginning of 2023, we will also inaugurate the Dr. Luis Carlos Vieira Teixeira auditorium. This space will host meetings and debates with various other social entrepreneurs who, like us, deliver work of excellence.

Dr Luis Carlos was one of the foundations of our institution. If not for him, the Dara Institute would not exist. We will forever be grateful to him as we are to all the sponsors, partners, board members, employees, and volunteer workers who, on a daily basis, make it possible for Dara to continue to change lives.

The arrival of our executive director, José Land Neto, in August 2022, marked a significant change in Dara's management. With focus, creativity, innovation, and tenderness, he is promoting improvements throughout Dara.

Finally, Dara's Social Mobilization arm has created a forum with a group of social entrepreneurs whose collective power and knowledge will surely mobilize civil society, governments, and businesses to advocate and mobilize for the eradication of the massive social inequality gap in Rio de Janeiro and in Brazil. If not us, who? If not now, when? Moving straight ahead!



If not us, **who?**  
If not now, **when?**  
**Moving straight ahead!**

Vera Cordeiro





**José Land Neto**  
Executive Director

# Balancing Management and Operations

**1600 people attended each month. 51 employees. 100 volunteers. A budget of R\$ 7.5 million.**

We are constantly in search of a management model through which we can balance a culture of team collaboration, a people management policy based on transparency, and a focus on results.

We are constantly searching for ways to identify best processes, tools, and partnerships necessary to achieve our strategic goals. We want to provide the best quality assistance to the over 300 families attended throughout the year and still find the strength to replicate Dara's social methodology –

Family Action Plan (Plano de Ação Familiar – PAF) – to other organizations and institutions.

And we want to do this with active listening, respect, and tenderness. I do not like the word “boss”, and “CEO” even less. I like to work in a transparent fashion, have an open dialogue with the staff members. I tell them that my goal is to be conciliatory, not a referee. I joke that I want to be a “beloved leader”. It is not an easy task to keep such a diverse team united and motivated. There are many differences in education, experience, and world vision. If, on the one hand we do not have the pressure to generate profit, – we are a non-profit organization – on the other, we have enormous daily challenges to raise and ensure funds, guarantee our sustainability and be able to provide services to the many vulnerable families for whom we work.

In 2022, we completed 31 years of existence! How many businesses and institutions can claim a track record in such a controversial, economically and




socially unstable country as is Brazil? Especially since philanthropy is not part of the culture of our society despite our great social inequalities.

Our pride is longevity. A social methodology that delivers with measurable results. Lives that are transformed. Hope and a better future for those families that complete their journeys with us after an average of two years working together to find their place in the society. We are grateful to them and their commitment – which is crucial to our work– and their contributions to this partnership.

Each statement by one of the mothers, following the symbolic “ringing of the

bell”, renews our strength and stimulates us to keep moving ahead, mobilizing even more our society, and continuing this beautiful and necessary work of human development and poverty alleviation through an multidisciplinary process and the social determinants of health.

I would like to thank, the businesses and institutions that have supported us with resources and tools. Thanks also for the trust in our work by of our Board, and the partnership and friendship of our Management Board. To all the area leaders, staff, and volunteers, for their tirelessness! Each has contributed to our having achieved positive results in 2022 both in terms of the quality of services we have delivered and the finances.



**The long-term impact of our work is our pride, proof that our methodology works!”**

José Land Neto



# Introduction

This report presents the short and midterm results, as well as the capacity to generate long term impact by the Dara Institute, a civil society organization that operates with a pioneer and innovative methodology to restructure and promote sustainability and agency of the families that live in vulnerable socio-economic conditions who are referred to us by public health units, public schools and municipal social services reference centers.

The period reported in this document runs from January 1<sup>st</sup> to December 31<sup>st</sup>, 2022.

The short-term results of the services provided to the families at the Dara Institute are monitored by a

comprehensive tracking and evaluation system. Over 150 indicators – quantitative and qualitative – are used to track the areas of Family Action Plan: Health, Education, Income Generation, Housing and Citizenship.

All information pertaining to each family is entered to the system by the professionals who carry out the monthly follow up (at Dara or remotely) and during home visits. By tapping into this information, the system generates multiple multidisciplinary reports and allows for the integration of data in all areas.

The indicators and data that are compiled are regularly analyzed to see the evolution

of each family, to determine the need for any intervention and to define actions that need to be implemented.

Since Dara's work is multidimensional, transdisciplinary and intersectorial – involving the changes in the physical, biological, social, and psychological lives of those benefited –, as well as the data and indicators of the tracking system, a special form is used to provide additional, specific information regarding challenges and particularities of each case or situations to ensure that our work is helping each family in their journey towards personal, family and social development.

## Throughout the family journey our tools help us:

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Trace short-, medium- and long-term impact;

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Collect data that is specific to each of the areas in which we work;

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Produce and share information;

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Show accountability to our partners.

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Founded by Doctor Vera Cordeiro in 1991, the Dara Institute is a Brazilian civil society organization that seeks to promote health and human development through the implementation and dissemination of an integrated approach to health and poverty alleviation.

We believe that social transformation of families living in vulnerable situations occurs when different areas of human development are tackled simultaneously and in an integrated fashion.

It is this understanding that led us to create a multidisciplinary, innovative methodology, the Family Action Plan, to assess, diagnose and treat health. We understand that the physiological component is intrinsically tied to social, economic, cultural, ethnic/racial, psychological, and behavioral factors. Therefore, we understand that the health of an individual and that of the members of his/her family depends on the conditions

under which they live as well as the access they have to housing, food, education, income and employment.

The Dara Institute changed the health paradigm, becoming the first in the world to concretely work with the social determinants of health. In over 30 years, more than 85,000 in Brazil have been directly impacted by Dara's approach and over one million in the world have been indirectly impacted.

The 2022 data presented in this report helps tell the story of lives that have been transformed, through a process that adapts to different realities and needs, a process that involves careful listening to families, observations by staff and volunteers. The results of 2022 continue to show the power of knowledge and hands – on experiences, the work of collaboration and inclusiveness and the importance of dignity and justice.

## Mission

To promote health and human development by implementing and spreading an integrated, multidisciplinary approach to combating poverty.

## Vision

A healthy, sustainable world where all men and women have the same opportunities and rights and are the agents of their own development.

## Values

Social justice, autonomy, integrity, and transparency.





## The Dara Institute and the Sustainable Development Objectives

In 2015, the United Nations General Assembly, made up of 193 UN member nations, defined a call to action to end poverty and protect the planet by establishing the 17 Sustainable Development Goals (SDG), in areas such as health, education, income, reduction of inequality among others—towards which actions should be directed. The 17 goals and 169 interconnected targets were established to be met by 2030, a proposal that became known as the 2030 Agenda.

These goals guide the work by governments, businesses, and civil society organizations and constitute a collective agenda that can produce changes in communities, societies, and the planet.

The Family Action Plan of the Dara Institute has clear synergy with the SDGs and the Agenda 2030. The



multidisciplinary work we carry out, the measurable impact on the lives of the families we attend was acknowledged in 2018 by the honorable mention in the UN SDG Prize in Brazil.

The following image shows the connection between the different areas in which the Dara Institute works and the SDGs.







## Acknowledgements

Throughout its history, the Dara Institute has received over 50 awards and has been acknowledged by foundations, organizations, publications and others institutions in Brazil and around the globe based on the impact, transparency and credibility of the work carried out.

In 2022, Dara was elected, for the 10th consecutive year, the award of best organization in Brazil and 20th best in the world in the ranking of the Swiss organization thedotgood, previously called the NGO Advisor. The selection, based on specific criteria including transparency, governance, methodology, impact, innovation, and others, serves as a compass for citizen sector organizations and also serves to stimulate the debate around the nature of the work of these organizations.

Our work has been the subject of various publications of relevance, among them *Scientific American* which described Dara's methodology as one of the world's most influential health programs, the *World Health Organization Bulletin*, which carried an interview with Doctor Vera Cordeiro, Founder and President of the Board at the Dara Institute, in its October 2022 issue.



It is possible to mobilize society, influence public policies, gain scale, and more effectively combat poverty in our country.

Vera Cordeiro

# Numbers in 2022

**1,855**

people (**300 families**) were attended in 2022; **50% were successfully discharged**

Family size averaged **4.08** members, of which **2.11** were children

**494**

new arrivals to the program

**959**

individuals were 18 years or younger

**427**

children under six years of age

**32%**

income increase after discharge

**34** years old  
average  
mother's age

**76%**  
afro descendants

**36%**  
elementary  
level education

**18%**  
high school  
degree

**4%**  
incomplete  
college degrees

**103**  
adults in school

**45%**  
mother head  
of household

**32%**  
father is present



Family

**74%**  
school age  
children

**29%**  
receive government  
cash transfer  
programs

**25.7%**  
are registered  
for government  
programs

**13%**  
are entitled to  
special government  
medical assistance

**10.5%**  
receive emergency  
subsidies

**9%**  
have  
transportation  
passes

**4.4%**  
receive cooking  
gas subsidies

**2.7%**  
receive a  
special public  
transportation pass

**20%**  
live in temporary  
housing

**34%**  
pay rent





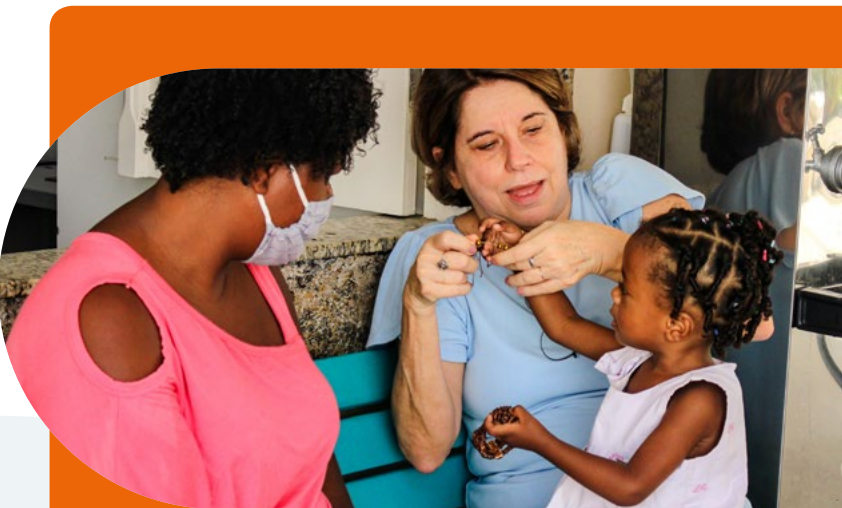
**PAF**  
**PLANO DE AÇÃO FAMILIAR**  
Metodologia Social Instituto Dara  
*Family Action Plan*  
*Social Methodology Dara Institute*

The Dara Institute created – and improved in the last three decades – an innovative social technology to combat poverty which is recognized nationally and internationally for the efficiency of its intersectoral approach. The Family Action Plan is a multidimensional, customizable tool that works in five areas: Health, Education, Housing, Income generation and Citizenship.

The Family Action Plan is based on the premise that a family living in vulnerable conditions will only manage to develop sustainability and autonomy if all children are in school; if the family lives in safe and decent housing; if at least one person in the household is making a living; if all in the household members are healthy and without chronic diseases; and if they are aware of their rights and duties.

While access to social, economic, and cultural opportunities are a common thread, each family's need and vulnerability are different and specific.

The professionals and volunteers at Dara focus on each family individually and design the Family Action Plan so that it attends each family's specific needs.



**What constitutes a Dara family?**

The Dara Institute considers *family* to be different types of arrangements of individuals and understands that there is no such thing as a unique model, or a defined composition, but multiple forms of relationships.



To enter Dara’s program, families must be referred to us by one of our seven referral centers: public hospitals, public schools, Social Services Reference Centers (Cras). One key criterion is that the family budget be of R\$ 218,00 (roughly US\$ 50) per person.

To take part in the program, all family members must register and engage in the goals and proposals of the program. One person will be appointed as the family representative and must commit to carrying out the demands that are established, share information and knowledge with other members of the family and make sure the family completes the full Family Action Plan journey, which takes an average of two years.

Because poverty is multidimensional, Dara’s multidisciplinary methodology works in several dimensions, paving the way for social inclusion.



## Numbers of services provided

11,678 services carried out in 2022

Area	Number	%
Health	6,305	54%
Education	998	9%
Housing	854	7%
Income Generation	1,208	10%
Citizenship	2,313	20%

Health	Number	%
Medical consultations	2,178	34.5%
Nutrition services	2,250	35.5%
Psychological/Psychiatric services	1,877	30%
<b>Total</b>	<b>6,305</b>	<b>100%</b>





# Family Action Plan performance by area

Dara's social methodology, the Family Action Plan, created together with thousands of families in over three decades focusses in five areas: Health, Education, Housing, Income Generation and Citizenship. Here are some of the main activities in each of these areas in 2022.



Citizenship

“The day I understood that I needed to pursue my rights, but that I also had to take action and that I had responsibilities... The day I understood that I needed to do my part, things began to change.”

Vanessa Regina Ribeiro de Oliveira dos Santos, 41 years old



See the full statement.

When families first arrive at Dara, a comprehensive assessment of their needs and challenges are carried out. The Citizenship area offers the initial welcome and begins to evaluate and map the intervention possibilities that will help strengthen family ties, develop awareness of their rights as citizens, and promote autonomy and agency in their lives.

The social service professionals help families access the judicial system, offers guidance about civil, social, and political rights as well as the duties each one has as citizens. At the same time, other professionals working in the other areas of the Family Action Plan draft the best plan for each family.

In the Citizenship area, families receive assistance in obtaining all necessary personal documents (ID, Social Security Number, Voter Registration Card, Employment Record Book, Public Health Service ID, Vulnerable Families Registration ID, Birth Certificates, etc.) and identify the government benefits and subsidies to which they are entitled. Here, the staff also helps families register for government

social assistance program to which they may have a right. Staff members carry out home visits to understand the home environment *in loco* and see what services can be offered to improve their home. A series of lectures, and group discussions are organized for the families when they come to the headquarters.

### In 2022, the Citizenship area was able to provide families with



**800 legal documents**, (Social Security number, ID, Voter Registration Card, Employment Record Booklet, among others).



**270 government benefits**, (such as Continued Medical Assistance and, other Government Assistance programs and allowances ).





## Legal Services

To help families gain autonomy and agency, the legal assistance program works with families to settle legal disputes. Legal services are provided in partnership with Veirano Attorneys who come to Dara twice a month and offer legal help *pro bono*.

In 2022, the legal department handled 171 cases, among them child support cases, worker's disputes and compensations, visitation and adoption rights, social security benefits, housing titles, etc.

## Home visits

The Family Action Plan includes home visits by a social worker. During these visits aspects of the family and family routines may be observed which cannot be understood otherwise. Home visits are fundamental to evaluate the conditions of the home, the territory/ neighborhood, the public social-assistance services available nearby, and more. The observations during the home visits complement the first family assessment at Dara's headquarters.

In addition, it is during the home visits, in areas with difficult access and poor communication facilities, that the bond between Dara's staff and the families becomes stronger. Interpersonal trust is key to establish commitment by the families and successful completion of the program.



It is only when as families fully embrace the program, that the Family Action Plan can truly carry out its purpose.

In 2022, 106 home visits were carried out between first visits (49), follow up visits (36) and final, wrap up visits (21).



# Integration with government social assistance networks

The social assistance network is a social policy comprised of a group of services, programs, projects, and benefits that make up the government’s Unified Social Assistance System (Sistema Único de Assistência Social – Suas, in Portuguese) that is offered directly to people or families in need, victimized, exploited, vulnerable, poor, excluded or living in personal or social risk, or through agreements and partnership with non-profit organizations.

Part of the job of the social workers in Dara’s Citizenship area is to strengthen the relationship of the families at Dara with the social assistance network in the



territory/neighborhood where each family lives; the social workers at Dara make direct contact with the services, carry out institutional meetings and exchanges in an effort to optimize the services by acting jointly. In 2022, our staff visited Family Clinic of Santa Marta, Dom Helder Câmara Municipal Health Center, Chiquinha Gonzaga Special Women’s Services.

# The Family Aconchego (Welcoming) Project

Dara’s Aconchego project is a series of group sessions, in which interpersonal interaction, listening and self-expression is stimulated and where different topics are presented and discussed such as women’s health, family planning, sexually transmitted diseases, domestic violence and teenage pregnancy, among others. The Aconchego project is made possible by a partnership with DKT Brazil. In 2022, 171 group sessions were held.





“ I learned that obstacles cannot overshadow my dream.”

Ana Paula Ferreira Antonio, 37 years old



See the full statement.

The area of Education seeks to stimulate family awareness regarding the role of education in changing lives.

During the family meetings, Dara encourages adults who have never finished school to return and improve future opportunities for themselves and to help their children in their educational process. The staff explains that one of the pillars of Dara’s program is to help families become promoters of education and knowledge. We work with the families so that they encourage education among the family members.

Our staff makes sure that all children and youth of school age are registered in school and in attendance. In addition, the staff monitors the school performance of each child and youth, identifies where there are special difficulties that need attention, and stimulates parents to take an interest and be more involved in their children’s education and in cultural activities. Dara works in close cooperation with the schools.

### In 2022 the Education area



**583 children and youth of school age** were registered in school



**49 youths completed computer training** through the Conect@dos project.

## The Conect@dos project

Sponsored by TV Globo's Criança Esperança Program and Unesco, the project is a computer technology training program that seeks to promote digital inclusion as a tool for social transformation for 60 youth aged 14 to 29 years of age. Dara believes that computer literacy and access to digital technology programs, is a source of empowerment and leadership development.

The program also involves workshops on introduction to the job market, personal and professional skills, improvement of communication skills, and issues such as racism, diversity, communication, black identity, rights.

Social workers and educators work with the youth, carry out vocational tests and help them work on life plans.



## Impact of the Covid pandemic in Education

In 2022, the impact of the Covid-19 pandemic on education was still present as reported by the 2021 school census and the survey by Anísio Teixeira National Institute of Education of the Ministry of Education. The closing of schools and daycare centers, the lack of a universal connectivity infrastructure for students to study online, in addition to the sanitary and economic problems that the pandemic impacted on the population, took a hard toll on education, especially among the most vulnerable.

Following the reopening of schools, student enrollment vacancies in schools were not guaranteed. Many parents reported difficulties to register their children in school. If they were able to register their child, often the schools were very distant from where they lived. Our educators went out of their way to ensure full school registration, even in faraway schools, since transfers to schools closer to home would be easier if the children or youth were already enrolled in a school.

Throughout the 2022 school year, we received reports about learning difficulties and age-grade distortion. For children aged between 0-12, our **Child Mental Health Project** was able to provide psychological support and tutoring. For boys and girls aged 13 to 17, we offered parents suggestions of activities that could help make up for educational difficulties.

Through recreational activities, we created an environment where families felt confident again to make use of spaces for children not only at the Institute, but also at day care centers, schools, and social assistance networks near their homes.

In our program with early childhood, we identified an increase in cases of autism. The guided recreational activities and the direct work with families on different ways to help the development of their children, gave support parents support in their dealings with their children at home.





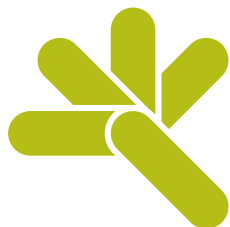
## Adult Education

In 2022, there was a 34% increase in the number of adults with only an elementary school education. Our awareness sessions, held monthly, on the importance of education, resulted in 10.2% returning to school for adult education.



## A Story of Success

A. was one of the 96 adult parents that returned to school in 2022. Her family, herself and two children, had been referred to Dara by one of the public schools, the Integrated Center of Public Education Presidente Agostinho Neto, in Rio de Janeiro. They arrived at the Institute in April 2022. In one of the early assistance sessions, A. shared she had dropped out of school 10 years earlier and had no plans to go back. Gradually she was convinced to go back and enrolled in a Youth and Adults Center of Education. In a thank you letter sent to Dara, A. thanked for all the help she received, and the importance of all conversations and guidance all of which helped her make up her mind to return to school, create plans to apply for better jobs and inspired her to acquire more education for her own personal development.



# REND

*Income Generation*

“I remember when I first read Dara’s booklet, and thinking it was just a fairy tale, something that only happened in soap operas.”

**Fabiana Santos de Paula**, 38 years old



See the full statement.

Families that come to Dara are marked by their socio-economic vulnerability. The Income Generation program at Dara is key to the transforming lives. The process of change is gradual, challenging and involves all the members of the family who are both participants and beneficiaries of the change process.

To plan a program that will create income generation opportunities in the short, medium and long term, we carry out the following

- Identification of individual skills or abilities.
- Identification of existing courses at Dara or in the local network that match the skills and abilities identified.
- Identification of potential partner organizations, that offer training and can also help with the recruiting and selection process later.

- Once the professional training is completed, we help identify job opportunities or offer resources or equipment for a small business set up.

At our headquarters we offer small business training, courses on creative economy with a focus on cooking, beauty care and crafts. The courses are structured in modules to allow students to develop according to their rhythm and schedule. They may also take a deeper dive in related areas whenever they find interest or vocation in one of the modules.

**Income Generation numbers in 2022:**



**700 hours of practical training** in functional gastronomy, sustainable gastronomy, baking, classic confectionary, hairdressing, braiding, barbering, makeup, manicure and small business training.



**135 hours of business mentoring.**



**Delivery of 222 professional start up kits** for women who had been trained in the different cooking or beauty courses to enable the women to start their small business.



**Our cooking and beauty training programs**

In 2022 at Dara, two professional programs were the main gateways to the job market and to income generation. Our Kitchen and Royal Beauty projects, made possible through the partnership with the Phi Institute, are courses offered in the areas of beauty care and gastronomy, geared to setting up small creative economy businesses that can help income generation and consequently the autonomy of the families.

At first, the Royal Beauty program offered only hair cutting and hair treatment for women. The program broadened the training possibilities to include manicure, eyebrow grooming,

barbering and others. 362 hours of training in these areas were offered in 2022.

In the Our Kitchen program, eight cooking course modules were offered: sustainable gastronomy, baby food preparation, catering, functional gastronomy, all of which offered recipes that could be used in a commercial venture. Classes were offered once a week and totaled 288 hours. The program offered meals, transportation, uniforms, teaching materials and a final startup kit. A diploma was offered to those who completed the program.



## The Daras Project

Launched in November of 2022 (Black Awareness Month) the Daras project is designed to strengthen the cultural identity of black women and girls who live in very poor areas of the city. The program seeks to deepen participants' awareness their heritage as a strategy to promote self-knowledge, inner strength, leadership potential and capacities to be agents of their future. The program is made possible by a partnership with TechnipFMC.

In the program, a group of 40 women read poetry, listened to music, went to art exhibitions and were stimulated to express their feelings, organize their thoughts and develop a more critical view of society. The program fostered a deep relationship amongst the members of the

group, who were asked to look at their territories, their families and identify manifestations, expressions, and traditions of black culture. Art was an important tool for personal growth and awareness.



## A story of success

D., a mother of two children, resident of the Maré community, came to Dara with one child in very poor health and no family income. After 10 months at Dara, she began to see herself as a powerful and determined woman.

She claims that the psychological support she received was key to her regaining strength as a person, as a mother, as a daughter and as a professional woman. D. took up beauty care courses--make up and barbering-- and her income today derives from those activities. She started a salon in her home and shared that she received plenty of positive feedback applying customer loyalty strategies learned.

In addition, she registered for the National Examination for Certification of Youth and Adult Skills (Encceja), a program that leads to the completion of Elementary and/or Secondary school. She hopes to be called soon to continue her studies, expanding her opportunities even more.





Housing

“Dara transformed my home – but first it changed my life.”

Priscila Aparecida de Oliveira, 35 years old



See the full statement.

The families that come to Dara, live in very precarious housing structures, deprived of the most basic conditions for safe and healthy living, and that are conducive to unstable and strained relationships. Dara’s intersectoral program takes especial care of the homes of the families. Dara works providing consultations, recommendations, and intervention acting.

We seek to make changes that are possible and that will offer a minimum level of health and safety. The process begins with an initial diagnosis of the conditions of the homes at the beginning of the families’ journey at Dara. It is followed by information and on hygiene and safety, and technical information on home improvement

We use the following basic elements in home improvement: burnt cement floors, roughcast exterior walls, internal

plastered walls (dust free), full separate bathroom (shower, sink, flush toilet), kitchen with hydraulic installations, sealed water tanks, frames and doors for closing external doors and windows; we insure there is no leakage from the roof or water infiltration in the walls.

Whenever possible, we work with the other sectors of the Family Action Plan to identify government housing programs.

The interventions in the homes begin when:

- There is proof of home ownership.
- The families have been at least one year at Dara.
- Families are committed and involved in the Family Action Plan.



It is important to note that Dara provides technical, financial, and material support (distribution of donated building materials, home appliances, furniture, etc.) but this is conditioned to the participation and ownership of the process by the families themselves, a Family Action Plan requirement. Families inspect, supervise, participate in all home improvement. They are required to register and keep track of materials received, and to provide photographs of the building process.

\* Complete home improvement includes internal/external plastering and wall finishing, floor installation, water tank installation, installation of full kitchen and bathrooms, electric and plumbing infrastructure, roofing, installation of windows and doors, painting and final finishes. The changes may include changes in the floor plan to improve flow or adapt for special accessibility.

Housing numbers in 2022



home evaluations  
concluded:  
**161**



home improvements  
carried out:  
**11**

**45%** of home roofs  
were inspected with tile  
replacement and water  
tank installed

**36%** of water  
tanks installed

**27%** homes underwent  
electrical revision and  
new installations

**18%** homes gained separate  
bathrooms and appropriate  
plumbing

**18%** of the homes underwent  
total improvement\*

Partners

The donations by our partners have been essential. In 2022 our partners donated 110 home improvement items and 75 families were benefitted by these donations. 58% of these items were water tanks made with non-hazardous materials replacing asbestos ones; 17% of the materials donated were toilets, sinks, washing tanks, 23% were doors and windows including frames.

Students from the Architecture and Urbanism School of the Federal University of Rio de Janeiro, participating in a community outreach program at Dara visited homes, contributed to the initial mapping and diagnosis, and monitoring process of home improvements. One of the most prevalent problems which directly affects a family are infiltrations from the roof and walls. We received roof sealing materials from the Vedacit company. Tanks, floor tiles, water tanks, door frames and doors, window frames and windows, and bathroom and kitchen fixtures were donated by Leroy Merlin.





## A story of success

M.'s home describes the importance of Dara's work in housing. Her son, B., is bound to a wheelchair and had difficulty moving around and resting in his home. M.'s home improvement included a change to a circular floorplan. Today, the child can move about the house from one room to another without any difficulty. B.'s autonomy at home changed the domestic environment to a true family living space.







“Working with the Dara team, I came realize that my son was indeed perfect!”

**Fabiana Maria Leonel da Silva**, 44 years old



Check the full statement.

When Dara was founded, the health area was Dara’s point of departure.

Dara’s health program has three dimensions: Medicine, Nutrition and Psychology. Dara’s focus is to ensure general health, well-being, and quality of life while understanding health as intrinsically related to education, housing, income, and citizenship.

Dara’s health team works with prevention, physical activity, and healthy eating habits.

The team also helps families navigate and make use of the Brazilian Unified Health System.

## Medical care

The objective is to carry out both preventive and therapeutic care to every family member. Services are offered by Dara’s medical staff directly, and guided by the medical staff, can be referred when necessary to partner medical organizations and to the Unified Health System. One family member is made responsible to ensure the medical decisions and decisions are followed.

The medical team provides information and helps families understand their conditions so that when they are referred to the Unified Health System, they know where they can obtain specific services, medications, and where they can undergo different medical procedures.

The medical team also monitors vaccination targets for children, adolescents, provides family planning, monitoring of pregnancy, cervical cancer screening, and identifies which Public Health System service or services offered by partners that each individual may need.

## Health Numbers



Health issues identified in 2022:

**111 cases**  
of sickle cell anemia  
(6.53%)

**106 cases**  
of obesity  
(6.24%)

**79 cases**  
systemic arterial  
hypertension (4.65%)

**70 cases**  
unspecified bronchial  
asthma (4.12%)

**46 cases**  
of diabetes (2.71%)

**46 cases**  
premature births  
(2.71%)

**40 cases**  
bronchiolitis (2.35%)

**38 cases**  
bacterial pneumonia  
(2.24%)

**34 cases**  
leukemia (2%)

**26 cases**  
iron deficiency anemia  
(1.53%)

## Collective action

The following partners helped Dara carry out different medical services to families:

### Ophthalmology

The Ver & Viver Institute, a non-profit organization that offers ophthalmological services, attended 83 individuals of Dara families, and distributed 53 pairs of prescription glasses.

### Dentistry

Dentistas do Bem, a civil society organization that gives dental care to children ages 11 through 17, came to Dara on two occasions and carried out oral checkups of 70 children. The children then began treatment directly at the organizations' centers accompanied by a family member. 63% of the children at Dara participated in this program.

### Women's Health

In 2022, Dara began a program of cervical cancer prevention for women ages 26 to 64. Clínica Medicina Solidária offered medical examinations to 43 women. 74 of the women at Dara were referred

to the Unified Health System for these services. 70% of all the women at Dara of that age group were attended.



## The Activation Project

The Activation Project involved twenty-two members of Dara families and a group of Dara employees who were diagnosed with obesity, a multidisciplinary team made up of a physical trainer, a doctor, a nutritionist, and a psychologist. During six months the participants were involved in a program that included aerobic sessions, strength, and resistance exercises, as well as roundtable discussions and nutritional guidance. At different intervals each participant was measured anthropometrically. Questionnaires were applied throughout to see changes in habits and practices—amount of physical exercise at home, sleep patterns, eating habits, water intake, digestion, anxiety, and changes in skin, hair, and



nails. At the end of the project, positive results could be observed, such as adherence to the practice of exercise, improvement of eating habits, and emotional balance. The Activation Project was sponsored by the American Consulate of Rio de Janeiro.



## A story of success

F. is eight years old and suffers from severe strabismus (Noonan Syndrome). He participated in the Ver & Viver Institute's ophthalmological task force at Dara and after being tested, he was referred to a strabismus specialist who then referred him to Pedro Ernesto Hospital where he received a prescription, and glasses donated by Lunetterie Opticians, another Dara partner. His reading has improved as has his performance at school.



## Nutrition

In Nutrition, Dara's focus is to provide information, improve eating habits and promote food security for every family.

At Dara we use the Body Mass Index to assess the nutritional state and the Brazilian Food Insecurity Scale (Ebia) to determine the degree --whether mild, moderate, or severe--of food security of each case. With these two measures, the team establishes actions and goals for the entire family. A thorough nutritional analysis makes it possible identify the need for special milk and formulas for children, determine the influence of nutrition and the history of diseases, what the family's eating habits are, the amount of water, fruits and vegetables that are part of their diet, etc.



### Actions involving Nutrition in 2022



The level of food security using the Ebia scale was applied to 314 adults and 477 children:

#### Children

#### Adults

68%

had a positive nutritional evaluation

10%

had a positive nutritional evaluation

18%

were underweight or markedly underweight

1%

were underweight or markedly underweight

14%

were overweight or obese

89%

were overweight or obese

### Nutritional monitoring and food tickets

In addition to evaluating and monitoring nutrition indices, Dara offers solutions to combat hunger and food insecurity, recommendations of types of foods to be purchased with the food coupons that families received at Dara. Recommendations range from what to purchase and tips about the best time to go to the supermarket.

In 2022, Dara's team organized 154 information sessions on how to use the food coupons. The program involved analyzing how the cards were spent, creating shopping lists, information on promotions and sales, and the elaboration of menus for a healthy diet.

The result of the information program was the observation that 79% of the families used the food coupons to buy vegetables and 63.4% used the card mainly to purchase protein.



### Milk donation

The donation of special milk was an important factor in promoting food security of the families. Dara received from individuals and organizations 1,759 cans of whole milk, 3,899 cans of transitional milk, 1,293 cans of special milk and 1,330 cans of supplements all of which were distributed to families in 2022.





## Project More Health to Infants

The More Health to Infants works to ensure proper nutrition and medication to Infants. Dara works with the mothers and their infants, providing nutritional

and psychological support, and regular consultations with our team of social workers. The program is sponsored by Instituto Phi.



## A story of success

G. and her 25-year-old son were referred to Dara by Municipal Assistance Center Padre Velloso. When they arrived in February 2022, they could not guarantee meals every day and often the mother would give up her meal so that her child could eat. They lived in severe food insecurity. The mother suffered from depression, untreated diabetes, hypertension, hypothyroidism, and obesity.

At Dara, she is undergoing psychological treatment, is medicated for depression, and having received support and information on self-care and diet, her glucose is controlled. She joined the **Activation Project** and is taking cooking courses at the **Kitchen Project** and is already generating an income. She is taking confectionery courses outside Dara to improve her abilities. Today, the family no longer has problems with amount and quality of food.

## Psychology

Many of the individuals that arrive at Dara have many frailties, caused by illness and their general state of vulnerability. Dara offers the option of psychological support from professionals, volunteers, and partner organizations. Dara understands that the reorganization of individual's emotional state, the gaining of self-esteem and strength to face the difficulties of their lives are key to the individual's and family's development.

In addition, Dara carries out roundtable talks, presentations, and conversations in the **Aconchego Project**. Topics such as violence, suicide prevention and children's mental health were addressed in the program in 2022.

An annual mapping of the network of individuals and organizations to whom we may refer specific cases is carried out,

for when, for instance, there is more than one member of the family that needs psychological support.

Dara also offers psychiatric evaluation and follow-up when needed.

### In 2022, the following services were offered at Dara

1,433

psychology sessions for adults and children

47

monitoring of mental health of children

35

referrals to psychiatric care with partner organizations

## Psychology support and intersectionality

The need for psychological support for emotional well-being is not immediately understood, and it is often in the course of the Family Action Plan that individuals feel ready to receive specific support to deal with complex issues in their lives. It is the multidisciplinary and intersectorial approach of the Family Action Plan that helps individuals overcome the daily psychological challenges directly and indirectly.

The intersectionality of Dara's work is fundamental. While the psychological consultations increase self-esteem and promotes improved self-care of individuals, the adherence of the caregiver and the other members of the family to the other programs of the Family Action Plan, becomes more intense. The psychological support program

accompanies and encourages integrated work in building everyone's physical, mental, and emotional health.

In 2022, the main problems for which guardians sought psychological support were their child's health, low self-esteem, financial problems, anxiety and depression.



## Infant Mental Health Project

The Child Mental Health Project monitors the mental health and wellbeing of children aged 0 to 12 years of families assisted by the Dara Institute. A team of psychologists and trained volunteers work with the children in the recreation area and observe recreational activities that allows them to understand the children's living conditions and emotional situation in a very natural way. In this environment, signs of vulnerabilities that need treatment are identified. The children are then monitored by a multidisciplinary team and when necessary, are referred for psychological follow-up near their homes. The project has three stages: identification, diagnosis, and treatment.

The program was able to identify among the children anxiety/depression (25.7%), autism spectrum disorder (25.7%),

aggressiveness (14.3%), withdrawal (11.4%), self-harm (11.4%) and behaviors resulting from situations of domestic violence (11.4%).

The program was sponsored by the Care About the Children Foundation, chaired by the Queen of Sweden.



## A story of success

P., a 9-year-old, arrived to the program because his grandmother reported that, from a very early age, he harmed himself, hitting his head against the wall, punching his own body, breaking his toys. She reported that he often cried alone saying that nobody liked him. She also reported that the child talked to himself and complained a lot about school.

P.'s history is marked by situations of violence and negligence.

After a few months in the program, P. no longer harmed himself, nor cried alone. He plays with his toys, some of which were donated Dara, and he looks forward to going to school, getting ready to go the day before. In the program, he is still being observed to insure his emotional development continues.



## Aconchego Project at the Maria Amélia Maternity Hospital

Dara carried out a support program for pregnant and postpartum women assisted at the Maria Amélia Buarque de Hollanda Maternity Hospital Rio de Janeiro, using art as a tool for transformation and social inclusion.

Lectures and workshops are carried out on baby care, self-care, self-esteem, and several other topics, in an environment that enabled self-expression and created a support network that sought to reduce stress, anxiety and concerns experienced by mothers and future mothers in this very special period of their lives. In 2022, 31 meetings were held, and 145 women were attended.

Amil Health Insurance sponsors this project, through the Culture Incentive Law of the city of Rio de Janeiro.

## Violence against women

Violence against women is a theme that emerges often. During the Covid-19 pandemic, cases increased considerably due to the confinement imposed by the sanitary emergency. When women bring up the psychological and/or physical violence of which they are victims, in addition to the support of psychologists and social workers, the Citizenship program offers legal assistance and means for women to become independent and free.



## A story of success

A., a 26-years-old, received psychological support due to enormous insecurity regarding how to care, assist and relate to her daughter. Her marriage had been resumed and it was necessary to work on her self-esteem and self-worth and recognize the success of what she had already accomplished in caring for the child. Gradually, she regained confidence as a mother and in other areas of her life. More conscious of herself and her capabilities, she applied for a job as a social worker shortly after her daughter started at the daycare center and was approved. Her professional career is in full development. She left Dara in July 2022, acknowledging the importance of the care she received, the willingness of people to listen to her demands and the amount of information she acquired.





# Other areas at the Dara Institute





## Expansion

Dara's Expansion Unit is responsible for disseminating and sharing the Institute's social methodology, the Family Action Plan, to partner institutions and organizations. Through the Expansion Unit, Dara's 30-year plus experience in combating structural poverty and reducing the social vulnerability of families can be shared and adopted elsewhere in Brazil and the world.

Our social justice and inequality reduction agenda is based on strategies of expansion of our experience, methodology, and knowledge in different ways to influence public policies and mobilize society. The Expansion Unit seeks opportunities to apply our methodology to benefit more families and increase the impact and influence of our work.

The Expansion Unit carries out consultancies with public sector and civil society organizations to create the infrastructure and personnel capacity necessary to replicate our social methodology and monitors the implementation process of the licensed organizations.

### Expansion numbers in 2022



The replication of the Family Action Plan in partner organizations has:

**7,115**  
people impacted

**10,472**  
professional  
consultations

**2,039**  
families assisted



Working with partner organizations increases our capacity to mobilize society, strengthen advocacy and collectively influence public policy in our state and our country.

### Technical cooperation

Dara acts as a consultant to the Technical Cooperation Agreement signed with the National Secretariat of Social Assistance of the Ministry of Development, Social and Family Assistance and the Combat of Hunger. Our consultancy involves implementing our social methodology of poverty alleviation and human development to the Family Assistance and Global Protection Program that is offered by the Brazilian Unified Social Assistance System through the network of Social Assistance Reference Centers that are present in 95% of municipalities and in the Federal District in Brazil. These 8,000 Social Assistance Reference Centers are where citizens come to receive the assistance programs offered to vulnerable families. 25 million families are assisted at these centers.

### Partnerships

Dara has signed a partnership with the Instituto Tecendo Infâncias, to provide consultancy services to the Municipal Plan for Early Childhood of the city of Itu, São Paulo. The Dara team is providing training to the professionals of the different secretariats of the Itu municipality, to implement the Family Action Plan methodology. Dara will provide continued assistance and monitoring of the implementation of the plan during the first twelve months of implementation.

Dara has also signed an agreement with the Court of Justice of the State of Rio de Janeiro to implement the Family Action Plan methodology in a program for 50 families involved in Child, Youth and Family Court disputes. The idea is to offer

our multidisciplinary and comprehensive approach to strengthen and improve the material, social, psychological, and emotional conditions of the families to guarantee a safe and respectful environment and regain the guardianship of their sons and/or daughters.

In 2022, the Refazer Institute, in Rio de Janeiro, a non-profit institution that welcomes children with disabilities from families in social vulnerability that are referred by the Fernandes Figueira Hospital, received training in the Family Action Plan methodology and the Dara IT monitoring system.



The Family Action Plan is not a social technology that can only be applied locally; it can be successfully adapted to any culture anywhere in the world.



### Family Action Plan overseas

In 2022, Dara’s partnership with University of Maryland came to an end. The partnership to adapt the Family Action Plan methodology to vulnerable communities in Baltimore, Maryland allowed us to test the adaptation capacity of our methodology in a new environment and to evaluate the methodology’s effectiveness in promoting human development and combating social isolation of the communities in Baltimore.

Dara also provided consultancy on the Family Action Plan approach to the Girls Move Academy in Napula, Mozambique. The Girls Move Academy offers professional services to Mozambican families in psychology and education. The Academy wanted to test our holistic approach to health to enhance the wellbeing and prosperity of the families they attend.

### The Knowledge Hub and Information Sharing Unit

As a strategy to expand the Family Action Plan methodology and to share the knowledge acquired in 31 years of work combating poverty and promoting health and human development, Dara created the Knowledge Hub and Information Sharing Unit. Tecendo Infancia Institute offered initial support for this effort.

The Knowledge Hub (<https://hub.dara.org.br/en/>) is an online platform for the dissemination and production of intersectoral knowledge for the eradication of poverty. The Hub seeks to connect different stakeholders in the social impact ecosystem and include knowledge based on the experience of the different stakeholders. The initial contents of the Hub are organized

according to Dara’s different areas of expertise and is easily accessible.

With the launch scheduled for March 2023, we intend to bring together, in addition to all the knowledge generated by Dara, knowledge and experiences of other established social organizations in Brazil and in the world that have the same objective: the eradication of extreme poverty.

The Knowledge Space, Doctor Luis Carlos Vieira Teixeira Auditorium at Dara’s headquarters, is a multiple use space that can be used for training activities and different forms knowledge exchange. A curatorial committee made up of representatives of important civil society organizations will coordinate the programs and activities that will be offered to different sectors of society.





## Institutional Relations

Throughout its history, Dara has built important relationships with individuals, businesses and organizations. The partnerships have helped Dara generate enormous impact on the lives of thousands of families, those we attend directly at the Institute and elsewhere.

The Institutional Relations department at Dara is responsible for maintaining and identifying new strategic partnerships and is responsible for different fundraising strategies with individuals, businesses, organizations, and foundations.



### Some of our results:

120

businesses contacted

15

new approved projects

43

proposals sent

235

regular, individual donors

8

proposals that offer tax incentives

24,773

in-kind donations received (milk, diapers, medications, etc.)

# Partners during 2022

## Sponsors



## Sponsors/Project Supporters



## Institutional Supporters



## Supporters



## Partners








# Communication

Our communication objective is to insure the continuation of Dara’s reputation as a reference, civil society organization, communicate Dara’s good practices and share Dara’s the knowledge and experience.

The communication sector makes sure Dara’s different stakeholders (internal and external) are informed through different communication channels, through official profiles and social media networks, namely Facebook, Instagram and LinkedIn.

## Communications numbers in 2022

	68,404 likes	165 posts	6,855 (likes, comments, clicks and sharing)
	13,233 followers	131 posts	10,681 681 interactions (publications, stories, videos, reels)
	3,008 followers (2022)	60 posts	1,652 interactions (likes, comments and sharing)

## Media Campaigns

To intensify relations with donors and create opportunities for specific donations, Dara carries several campaigns each year, such as Mother’s Day, Children’s

Day and Christmas when we use the celebration to ask for related donations to families. In 2022, our Christmas Campaign was for a full Christmas dinner for each of our families.





## Management, Finance and Human Resources

2022 was not an easy one for civil society organizations. In our case we continued to face difficulties accessing tax exemption provided by legislation through the Certification of Social Assistance Charities. In addition, being an election year, the year was marked by high unemployment and inflation and resources were scarce.

Despite this, Dara began the year receiving a US\$ 1 million donation from philanthropist Mackenzie Scott. The Board of Directors approved a three-year plan to invest in Dara's growth and impact capacity. In the first year, we invested in the renewal of our computers, hired a human resource consultancy to help us in the path towards a strong and modern institution.

We grew 13.05% which allowed us to increase our professional team. We ended the year with 51 employees, an increase of 37.84% in relation to the previous year.

Our Endowment Fund performed above inflation, increasing by 5.25%. Our short-term investments also performed well due to the positive relationship between basic interest rates and inflation.

For this year, we planned an increase of 15% in our expenses to build the Knowledge an Information Sharing Unit and the diversification of services provided to each family. We therefore diversified our fundraising strategies.

We believe in the sustainability of Dara's growth. Our belief is based on our strong financial controls, and the transparency of our practices. We annually submit our accounting documents to professional audits. KPMG is auditing our 2022 books.

### Consulting

In 2022, Proengys, a development and human resource consultancy, was hired to help Dara with a strategic vision for the next three years, and give support the managerial team.

### The power volunteers

Since the founding of Dara, volunteers have been of extreme importance to our work. In Dara's history, over 1,600 people, have offered their intelligence and energy and have helped Dara change the lives of many families. In 2022, 112 volunteers have been involved in Dara's work, offering 11 thousand hours of their time.

The institution's financial and accounting transparency in over more than three decades, has placed us, several years in a row, among the top 20 organizations in the world.



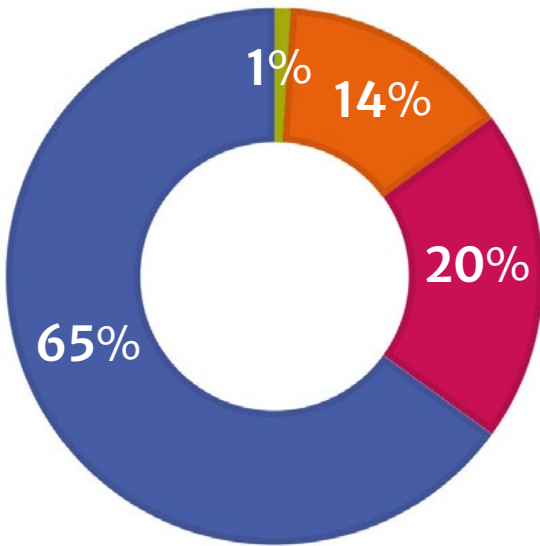




## Financial tables

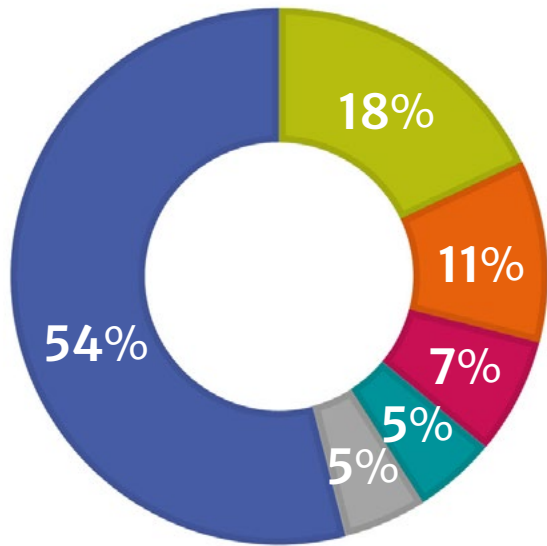
Instituto Dara	Budget 2022	Realized 2022	%
<b>Revenue</b>			
Donations by individuals	936,000.00	1,387,049.17	20%
Donations by businesses and/or organizations	4,972,285.82	4,433,682.42	65%
Income from property rental	60,000.00	52,256.22	1%
Income from financial investments	78,000.00	962,612.35	14%
<b>Total revenue</b>	<b>6,046,285.82</b>	<b>6,835,600.16</b>	<b>100%</b>
<b>Operational costs and expenditures</b>			
Operational costs of attending families	(3,533,960.77)	(3,611,721.12)	54%
Expansion and institutional costs	(942,628.71)	(1,225,055.00)	18%
<b>Core business costs</b>	<b>(4,476,589.48)</b>	<b>(4,836,776.12)</b>	<b>72%</b>
Management/Finances	(548,885.53)	(730,639.51)	11%
Technology	(370,841.51)	(487,660.34)	7%
Communication	(297,074.88)	(343,916.12)	5%
Fundraising	(297,241.37)	(326,434.69)	5%
<b>Total core business costs</b>	<b>(1,514,043.29)</b>	<b>(1,888,650.66)</b>	<b>28%</b>
<b>Total operational costs and expenses</b>	<b>(5,990,632.77)</b>	<b>(6,725,426.78)</b>	<b>100%</b>
<b>Results</b>			
(+) Revenue	350,000.00	5,085,800.00	
(-) Costs and expenditures	(350,000.00)	(580,515.98)	
<b>Total investment</b>	<b>-</b>	<b>4,505,284.02</b>	
<b>Financial results</b>	<b>55,653.05</b>	<b>4,615,457.40</b>	

Revenue



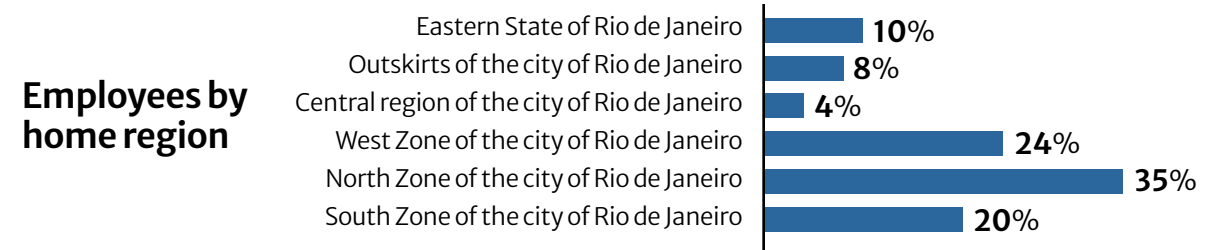
- Donations by individuals
- Donations by businesses and/or organizations
- Income from property rental
- Income from financial investments

Custos e Despesas

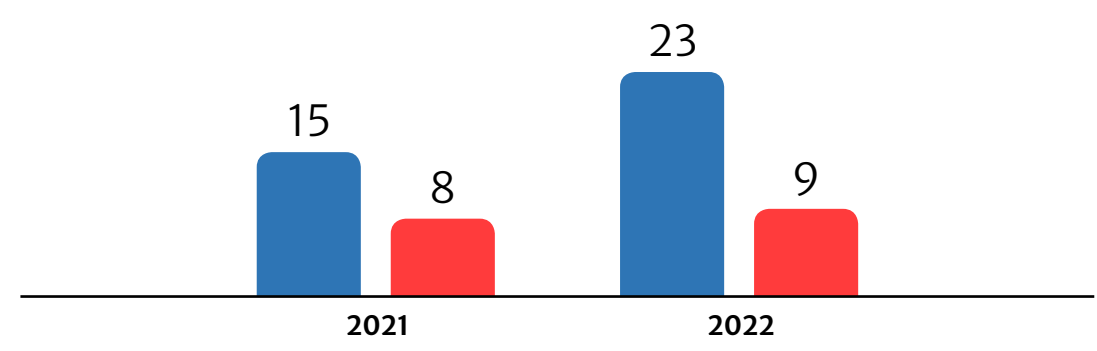


- Operational costs of attending families
- Expansion
- Management/Finances
- Technology
- Communication
- Fundraising

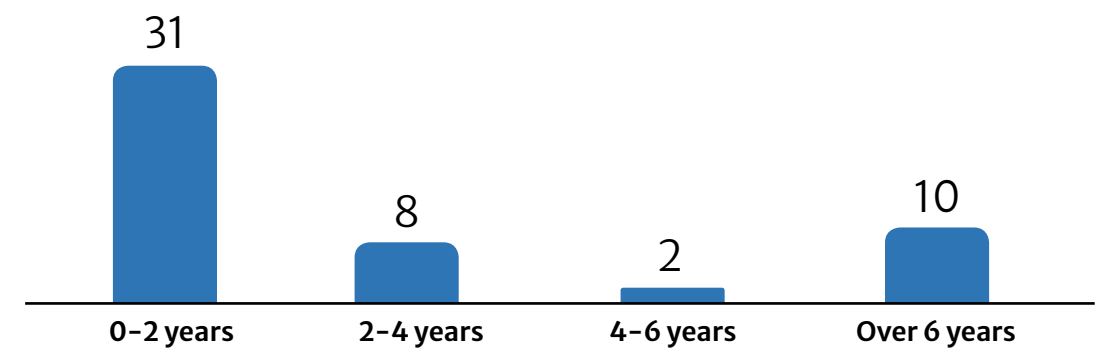




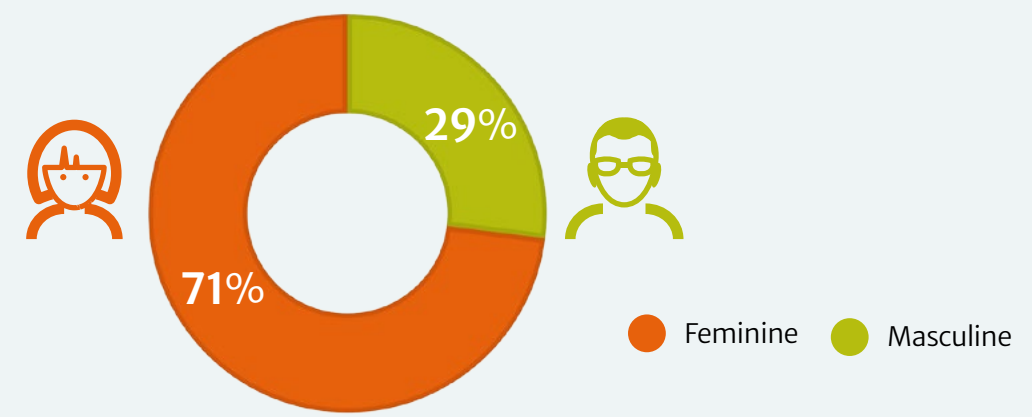
Hires and termination per year



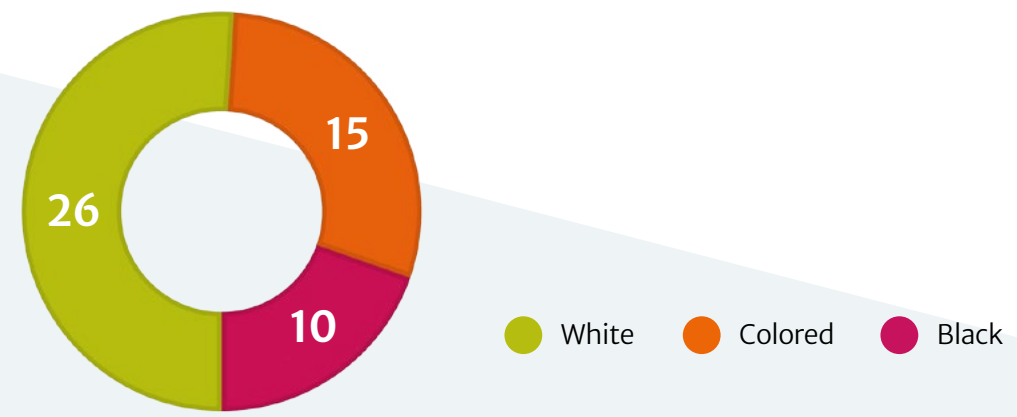
Employees by years of employment



Number of employees by gender



Employees by ethnicity



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Candace Maria Albertal Lessa – Vice Presidente  
Flavio Siniscalch  
Laura Gaensly Cordeiro  
Marisa da Silva Santos  
Paulo Roberto Ayala Cordeiro  
Sylvia Maria Lordello da Silva  
Sylvio Leite Monteiro Filho

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Bruna Regazzi Teixeira da Costa Marques  
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Thaiza Medina de Souza  
Thiago Gonzaga Fernandes  
Vagner Rocha Costa  
Vera Regina Gaensly Cordeiro  
Yuri Silva Ferreira de Souza



Each family,  
a future







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Instituto Dara  
[www.dara.org.br](http://www.dara.org.br)

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**Make a donation and support the Dara Institute!**

**By bank transfer**

**Banco do Brasil**

Address: Rua Rio de Janeiro, 750 Floor 4, Belo Horizonte, Minas Gerais, Brazil

Swift code: BRASBRRJBHE

Bank account number: 3519-X/29905-7

Iban Number: BR8800000000035190000299022C1

**Citibank**

Account name: Brazil Child Health Inc.

Account number: 14034076

Branch #20

Bank city: New York

Swift code: CITI US 33

**Citibank, N.A.**

Financial Center #23

1078 Third Avenue

New York, NY, 10065

212-753-5762

**Itau Unibanco S/A**

Address: Rua Alfredo Egydio de Souza Aranha, 100, Torre Setubal, São Paulo, São Paulo, Brazil

Swift code: ITAUBRSP

Bank account number: 0532/18096-5

Iban number: BR40 6070 1190 0053 2000 0180 965C 1

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