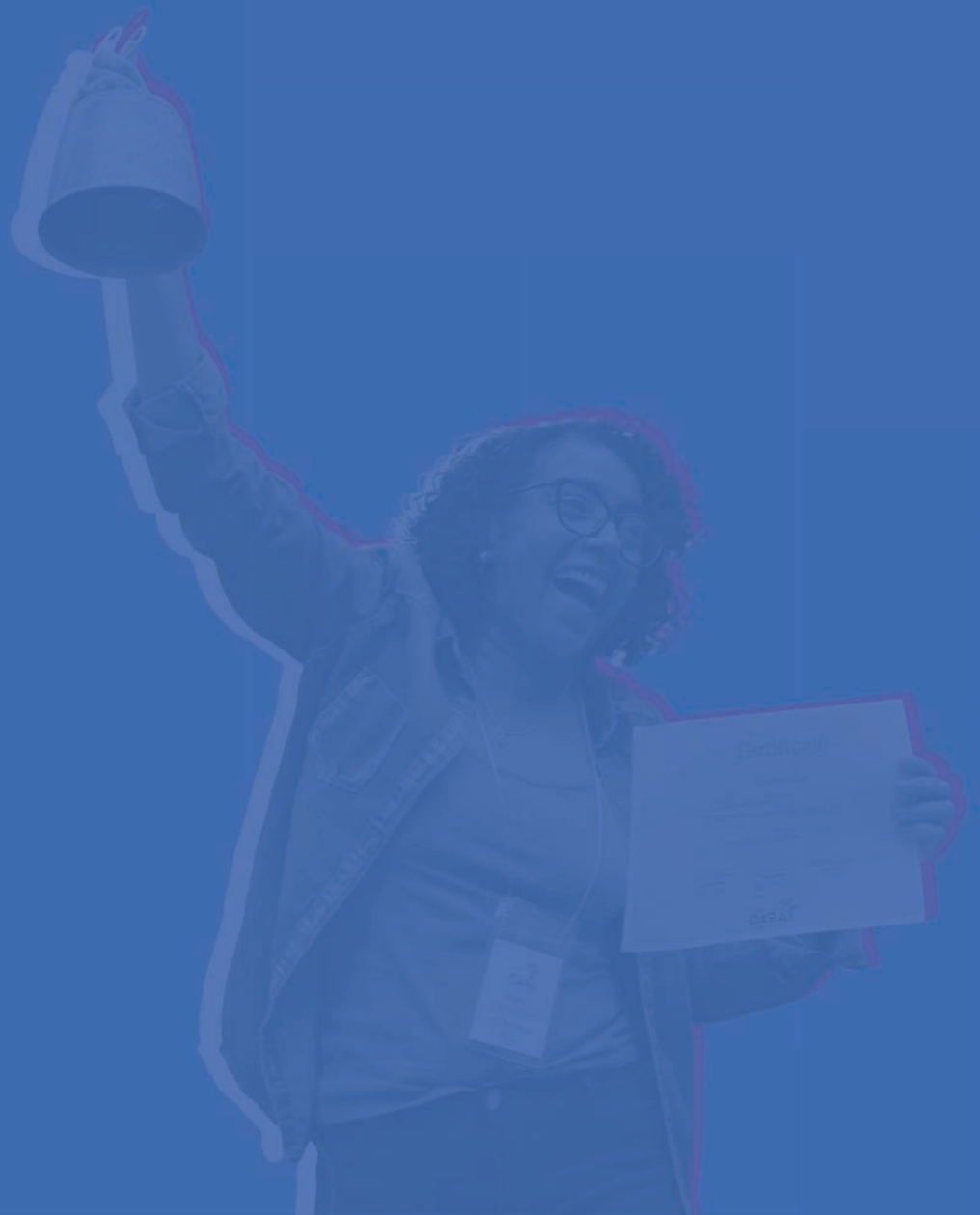




IMPACT REPORT 2025



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MESSAGE FROM *THE CHAIR*



Last year – 2025 – confirmed a lesson the Dara Institute learned at the outset and has remembered ever since: tackling poverty demands an inclusive eye, constancy and solutions that go beyond emergency problem solving. What is needed are real pathways to autonomy.

In a challenging social context for vulnerable families and civil society organisations, we continue committed to caring, method and responsibility.

This report presents concrete changes in the lives of families that received care during the year in a continuous process to strengthen their health, their access to rights, and their ability to generate income and build autonomy. Each outcome reflects real trajectories of change attained by active listening, bonding and integrated action that respect each family's pace and needs.

The impact achieved in 2025 is the result of the Dara Method (formerly the Family Action Plan), a methodology established over the course of three decades. It builds on the understanding that poverty is multidimensional and when health is restored and supported by education, income, housing and citizenship, a sustainable path can be laid to human development. Continuous refinement of our processes and systems has helped make this impact increasingly consistent, measurable and transparent.

Over the year, we also expanded our contribution beyond direct care, by strengthening relations with governments, civil society organisations and policy-making spaces. That endeavour reinforces our commitment to structural solutions able to sustain lasting change and to influence practices and policies that impact ever larger numbers of families.

This report is, above all, a call to collective co-responsibility. It expresses the confidence of the families that have worked with us, the dedicated efforts of our teams and the support of partners who believe that poverty is not destiny.

On the point of completing 35 years, in 2026, the Dara Institute looks to the future with same conviction that has informed its past history: we transform care into autonomy and demonstrate, in practice, that poverty can be overcome when tackled with method, ethics and humanity.

Thank you all!

Vera Cordeiro
Founder and Chair of the Board
Dara Institute



THE DARA INSTITUTE

Who we are

The Dara Institute is an independent, not-for profit, civil society organisation with no political or religious affiliations, founded in 1991 by the medical doctor, Vera Cordeiro. After three decades of continuous activity, the Institute is recognised nationally and internationally as a reference in combating poverty by means of an integrated, evidence-based, family-centred approach.

Dara grew from the understanding that health care does not produce lasting solutions when conditions of life continue to be marred by privation and rights abuses. On that view, it developed a social technology of its own: the Dara Method (formerly the Family Action Plan) operates on an approach to several different inter-related dimensions of family life.

Since its founding, the Institute has had direct impact on more than 100,000 people's lives and helped inspire projects and policies in Brazil and elsewhere. With its centre in Rio de Janeiro, Dara collaborates with governments, civil society organisations, universities and partners, combining direct services, knowledge production and public advocacy.

The name "Dara" means "guiding star" in Sanskrit and can be understood as "knowledge". It expresses what has been the organisation's purpose from the outset: to light the way to overcoming poverty.





MISSION, VISION AND VALUES

After working for more than thirty years to combat poverty, the Dara Institute maintains these principles as a permanent touchstone to guide its practical activities as an institution. More than formal declarations, Mission, Vision and Values express concrete choices that reflect how the Institute acts, builds knowledge and fosters lasting change.



MISSION

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



VISION

A healthy, sustainable world in which everyone has the same opportunities and rights and is the agent of their own development.



VALUES

Social Justice

a commitment to reducing inequalities and promoting rights.

Autonomy

to strengthen families' agency and ability to make their own way.

Integrity

to act ethically, responsibly and consistently with the institution's principles.

Empathy

informed listening, respect and recognition for each person's dignity.

Transparency

clarity in communication, due diligence and responsible resource use.



POSITIONS

POVERTY IS A MULTIDIMENSIONAL CHALLENGE

Poverty does not take any single form nor is it limited to lack of income. It is present in families' daily lives in the many varied privations that accumulate and reinforce one another over time. Untreated health problems, interrupted school careers, precarious housing, food insecurity and difficult access to basic rights are dimensions that work together to limit possible development and autonomy.

Poverty tackled in fragmented form tends to persist. Health care, for instance, can be interrupted by lack of income or unsuitable housing. School attendance can be impaired by health problems or the need to earn income. Lack of documents or access to public policies restricts opportunities and worsens vulnerabilities. These dimensions do not function in isolation; they connect and construct a cycle that is hard to break.

Recognising that poverty is a multidimensional challenge means understanding that isolated solutions are not enough to produce lasting changes. Action must be integrated, must consider the complexity of families' lives and respect their timing, stories and contexts. Only in that way is it possible to transform situations of vulnerability into real pathways to autonomy.

It is on that understanding that the Dara Institute directs its activities. Over the course of its trajectory, the Institute has constructed a method that integrates health care, education, income generation, housing and citizenship, and places the family at the centre of the process of change. That approach makes it possible not only to meet urgent needs, but to address the structural causes of poverty, create conditions for sustainable change and build more deserved futures.





THE DARA METHOD: AN INTEGRATED APPROACH TO COMBATING POVERTY

The Dara Method (Family Action Plan)

If poverty is multidimensional, so must the response be.

It was on that understanding that the Dara Institute developed an inter-sector methodology that combines health care, education, housing, income generation and citizenship in a structured, personalised plan for each family.

In 2025, in a strategic move to strengthen the institution and improve its communication, the Institute adopted the name **Dara Method** as the preferred term for its social technology, which was formerly known as the Family Action Plan.

The change does not imply any modification to the methodology, but rather reflects an evolving manner of presenting the established approach, constructed, tested and continually improved over the years, which is based on planning carried out jointly with the families and structured into integrated actions in health care, housing, income generation, citizenship and education.

By replacing a rather opaque acronym with a name that is clearer and better aligned with its positions, the Institute is underlining its authorship, expanding the understanding of its value proposal and informing dialogue with partners and investors with evidence of the consistency, impact and soundness that characterise the **Dara Method**.

More than responding to emergency needs, the method combines technical care, access to rights and strengthening of capabilities, to create the concrete conditions necessary for autonomy and sustainable human development.



THE FIVE DIMENSIONS OF THE DARA METHOD

The Dara Method operates on a structure of five fundamental dimensions, which reflect the main factors that affect the families' quality of life and opportunities. The work is integrated among these dimensions so as to avoid a fragmented approach and so secure more sustainable outcomes.



Health

Health is understood in the broad sense, considering its physical, mental and emotional aspects. Health care seeks to promote prevention, ensure access to proper treatment and strengthen continuity of care, recognising that decent conditions of life are essential to recovering and maintaining health.

Citizenship

Citizenship runs through all the other dimensions. It involves accessing rights, documentation, public policies and essential services, as well as strengthening social participation. Exercising citizenship fully is a central condition for the families to secure their gains and access opportunities

Education

Education is strategic to expanding opportunities. Work in this dimension involves monitoring the school lives of children, adolescents and adults, encouraging their attendance at school and strengthening their access to educational processes that contribute to their personal and social development. The team also seeks to foster educational, cultural and digital activities in the family at home, so as to contribute to their comprehensive development and full, active citizenship.

Income generation

Income is fundamental to the families' autonomy. The Dara Method works to strengthen productive capacities, afford access to training opportunities and build strategies that enable income to be generated in a stable manner compatible with each family's situation.

Housing

Appropriate housing conditions are essential to health, safety and wellbeing. This dimension involves action to improve housing conditions and guidance on access to housing-related policies and services.



EVIDENCE AND LONG-TERM OUTCOMES

The Dara Method is an evidence-based social technology. Over the course of its existence, the Institute has invested in systematising data, monitoring indicators and evaluating outcomes, in the endeavour to understand not only the immediate effects of its work, but also what impact is sustained over time.

Independent studies and assessments have shown that families served by the Dara Method displays significant advances in various different dimensions, even years after leaving the programme. Among the outcomes observed are a reduction in hospital readmissions, increased family income, improved housing conditions and stronger access to rights and public services.

This evidence corroborates the central tenet of the Dara Method: when work is integrated across different dimensions of life and followed up continuously, it can foster lasting change. This long-term focus, plus its family-centred and inter-sector approach, differentiates the method and assures its replicability in different contexts.

Georgetown University carried out research on the impact on the lives of the families attended by the Family Action Plan/Dara Method, 3-5 years after exiting the programme and the results were extremely positive as can be seen below:



92%

increase in family income.

433%

increase in perception of wellbeing.

86%

reduction in rehospitalization

92%

increase in the number of families that reported homeownership.



THE DARA METHOD: INNOVATION AND CONTINUOUS REFINEMENT

The Dara Method is a living technology. Over the years, it has been continuously improved on the basis of practical experience, informed listening to the families, lessons learned by the teams and dialogue with partners and research institutions. The introduction of information systems and monitoring tools has strengthened our ability to measure results, inform processes and ensure greater transparency.

At the same time, the method has continued unchanged in essence: it places the family at the centre, acknowledges the complexity of poverty and asserts that integrated solutions are fundamental to promoting autonomy and human development. That combination of methodological rigour, social sensitivity and ethical commitment underpins the work of the Dara Institute and guides its contribution to combating poverty in Brazil and elsewhere.

In 2025, this process of improvement was consolidated in an important milestone for the institution: led by the Projects Office team, we updated the Dara Method and issued the new Dara Method Handbook. The document systematises learning accumulated over more than 30 years, further informs application of the methodology and strengthens its replicability, thus assuring better consistency, technical alignment and faithfulness to the principles of the Dara Method. The entire process was conducted by the Project Office team, led by executive Renata Banharo.

In parallel, led by Dara's Information Technology team, improvements were made to the Dara Method System, a technological tool that monitors the families' progress and organises action plans, targets and indicators. The update made monitoring more responsive and precise, expanding data analysis and evidence-based decision-making capacity.



For many of the family's served, the scenario on entry features food insecurity, lack of schooling, precarious housing, insufficient income and emotional stress. Structured action by the **Dara Method**, now even better systematised, makes it possible to identify priority vulnerabilities, set personalised goals and monitor progress continuously.

The revised methodology and improved system make for more integrated and results-oriented follow-up, which in turn favours:

better adhesion by the families to the activities proposed;

more rigorous target monitoring;

quicker interventions to meet risks;

stronger family protagonism.



ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

Highlighting the commitment to ethnic and racial equality (SDG 18)

The UN 2030 Agenda, drawn up in 2015, brings together 17 Sustainable Development Goals (SDGs) for reducing inequalities, eradicating poverty and promoting sustainable development. These goals guide public policies, social investments and civil society initiatives in the social, environmental, economic and institutional dimensions. By means of the Dara Method (formerly the Family Action Plan), the Dara Institute operates in direct alignment with this agenda, contributing to health and wellbeing, quality education, gender equality, decent work, reduced inequalities and stronger institutions, all with measurable impact on the lives of the families served.

In 2023, Brazil proposed that the UN introduce SDG 18 – Ethnic and Racial Equality, which was launched officially in November 2024 as a voluntary initiative integrated with the 2030 Agenda, with a view to reinforcing efforts to combat structural racism and promote equity for black and indigenous populations. The agenda dialogues directly with Dara’s work, which serves primarily black women heads of families and acts to promote equity, autonomy and access to rights and thus contribute to concrete advances in the agenda nationally and globally.





INSTITUTIONAL RECOGNITION

In 2025, the Dara Institute received important marks of recognition and participated in strategic national and international alliance-building frameworks, reinforcing the Dara Method's relevance and credibility in combating multidimensional poverty. The accolades and its active presence in specialised councils, networks and forums reflect the impact of the work the institution has done over more than thirty years, in addition to strengthening its contribution to the advance of public policies, social innovation and the promotion of human development.





AWARDS AND HONOURS

Over the course of the year, the Dara Institute's work was honoured by important awards and strategic Brazilian bodies, reaffirming the solidity, importance and impact of the Dara Method in combating multidimensional poverty. These accolades reflect decades of committed action based on evidence, comprehensive care and fostering stronger families, and they confirm Dara's role as a reference in the construction of solutions that combine health, income, education, housing and citizenship. More than institutional distinctions, these validate the real impact generated on the lives of families and the Institute's contribution to advancing public policies and innovative practices in the social development field.



Brazil's Best NGOs award – 2025

Dara was honoured with the 2025 Best NGOs of Brazil Prize, the premier award for the sector, which values organisations with greatest impact – Dara Method (Family Action Plan).



Humanise Health Prize – 2025

The Dara Institute was recognised by the Humanise Health prize as among the five leading civil society organisations in the Child Mental Health category. The award celebrates endeavours that place the human person at the centre of care, and our project has now benefited hundreds of families with transformational outcomes.



Strategic Committee of Brazil's National Care Plan for 2025–2028

The Dara Institute was selected to sit on the Strategic Committee of the National Care Plan for 2025–2028. Dara, alongside experts, civil society and around 20 federal government ministries, will represent organisations devoted to childhood and adolescence. Our participation will reassert a commitment to policies that expand rights and strengthen families.





INSTITUTIONAL PARTICIPATION IN COUNCILS / GROUPS / NETWORKS / EXTERNAL COMMISSIONS

- CMDCA – Municipal Council on Child and Youth Rights
- RNPI – National Network on Early Childhood
- ABCD – Brazilian Association to Combat Inequalities
- Catalyst Now (global social innovation movement)
- GILC – Global Initiative on Loneliness & Connection
- Inesper Productive Inclusion Network
- Rio de Janeiro Academy of Medicine
- Board of PATH: Catalyst for Global Health, from 2005 to 2011
- Ashoka Fellow
- Avina Leader (Latin American sustainable development organisation)
- Schwab Foundation Social Entrepreneur (global social entrepreneurship)
- Skoll Foundation Entrepreneur (global foundation to combat poverty)
-

Global Participation: Dara in Dialogue with Georgetown University

The Dara Institute is one of six organisations, and the only one from Latin America, invited to take part in Georgetown University's programme of dialogues "Global Perspectives in Reverse Innovation".

Organised by the McCourt School of Public Policy and the O'Neill Institute for National and Global Health Law, the programme is designed to explore how the participants' experiences can contribute to health and poverty programmes in the United States.

Eight in-person and online meetings were held. At the first, on 8 October, 2025 in Washington, DC, Dara was represented by Sabrina Porcher, Executive Director, and Cindy Lessa, Vice-Chair of the Board.

The conversations with professors, researchers, lawyers and representatives of the various other organisations present were extremely rewarding. The Dara Method and the Institute's experience in health and human development aroused lively interest in all the participants.



2025 IN NUMBERS





2025 IN NUMBERS

FAMILIES SERVED

593

Over the course of 2025, 593 families were served.

229

families entered the programme

112

families completed the programme.

Of that total of 593 families, 332 received care through the Institute's main centre in the Botafogo district of Rio de Janeiro City and 261, through the Vila Geny Unit in Itaguaí, Rio de Janeiro State.

The 2,002 individual beneficiaries comprised:

715

children.

3,4

persons per family, on average.

1,2

children per family, on average.

998

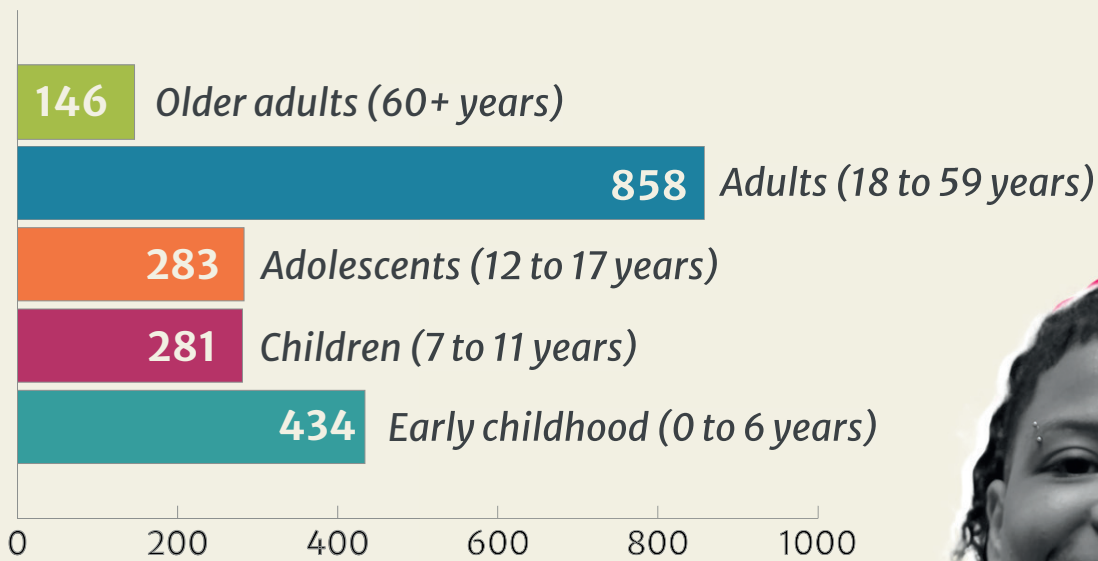
persons under 18 years of age (children and adolescents).

That is, 50% of beneficiaries were children and adolescents.



2025 IN NUMBERS

AGE RANGE





2025 IN NUMBERS

THE FAMILIES SERVED

92%

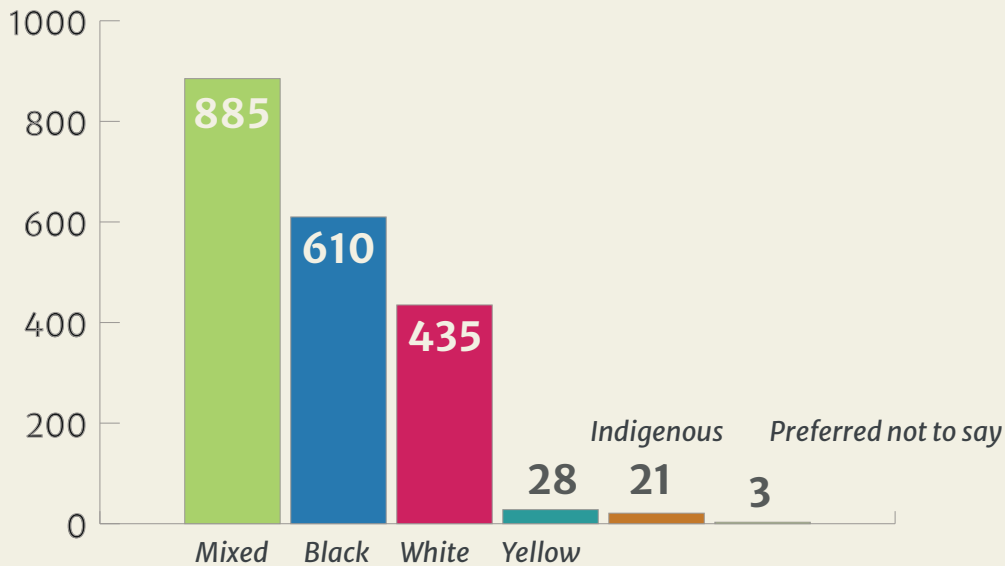
of the families are headed by women.

58%

of the individual beneficiaries are female.

76%

of the individuals served were Afro-Brazilian (self-reported black or mixed).





FAMILIES WERE REFERRED BY:

330 families from various institutions:

33%

the Padre Velloso Social Assistance Referral Centre.

25%

Rio de Janeiro State Haematology Institute (HemoRio).

8%

the Lagoa Federal Hospital.

21%

Maria Amélia Buarque de Hollanda Maternity Hospital.

3%

the Agostinho Neto state school

10%

the State Court of Justice and other partner institutions.

21

Home visits were conducted, strengthening direct care for the families.



Network of Licensed Organisations: *scale with methodological integrity*

In addition to the services provided in Botafogo and at Vila Geny, another four licensed organisations base their care for families on the Dara Method, totalling:

4 licensed organisations

Saúde Criança Ilha (RJ)

Associação Saúde Criança Responder (RJ)

Pequena Cruzada (RJ)

Instituto C (SP)

950 families served

3,414 individual beneficiaries

5,790 care sessions

The data show that the methodology is expanding and being applied in different territories and with diverse publics, while maintaining the integrity of the Dara Method.



IMPACT





IMPACT

An assessment in 2025 showed that new families entering the Dara Method showed positive impact after just 6 months:

30% of the families had risen above the poverty line.*

33% showed advances in housing conditions, including access to drinking water.*

80% of the families were registered with the public health care system.*



On average, the families' income had tripled, from R\$ 300.00 to R\$ 900.00.*

* Assessment of families entering the programme in 2025, in Botafogo, on completing 6 months of the method (62 families).

of the families who entered the programme had risen above the poverty line.** **52%**

ceased to suffer from severe food insecurity.** **76%**

displayed reduced emotional stress (SRQ-20).** **63%**

** Assessment of families served in 2025 in Botafogo.

92%

of the families gained access to drinking water.***

61%

of the families recorded increased income after concluding the course.***

*** Assessment of families served in Botafogo and at Vila Geny.



DARA METHOD

The Dara Method is a social technology developed and refined by the Dara Institute over more than 30 years of work. It involves constructing a personalised plan with the participation of each family, which then organises actions, targets and follow-up in various different dimensions of life, considering the family's needs, potentials and context.

Lasting an average of two years, the Dara Method is grounded in close, continuous follow-up by a multidisciplinary team. From the moment the family enters the programme, the most important situations of vulnerability are identified, as well as existing resources and capabilities, to guide construction of an integrated plan and systematic monitoring of progress.

The Social Service team plays a structuring role in this process, as linkage between the family and the various different areas of the method. By means of informed listening, technical care and home visits, it expedites access to rights, strengthens support networks and ensures that action is integrated and that each plan responds coherently to each family's needs.

This is complemented by the Operational Support team, which enables the method to be applied on a day to day basis by guaranteeing that care is organised, continuous and traceable. The team structures flows, monitors the family's participation, operationalises benefits and assures that each stage of the plan is recorded and monitored, turning planning into concrete action.

More than a series of instances of care, the Dara Method is a process. It relies on bonding, informed listening and co-responsibility, and acknowledges the families as the leading agents of their own trajectory of change. The central goal is to create the conditions necessary for them to achieve autonomy, break with cycles of vulnerability and sustain change in the long term.





DARA METHOD

CARE AT THE CENTRE OF SOCIAL TRANSFORMATION



Care is a central axis of the Dara Method, because it guides an endeavour that recognises, embraces and responds to the many dimensions of social vulnerability experienced by the families. More than assistance-based practices, the Dara Institute understands care to be a social right and a structural strategy for promoting health, development, protection and autonomy, especially in early childhood and in strengthening women caregivers. That perspective informs both Dara's daily practice and its institutional participation in advocacy settings.

In 2025, in addition to sitting on the Strategy Committee of the federal government's National Care Plan, Dara played a leading role in launching the Care Observatory in partnership with the Social Service School of Rio de Janeiro Federal University (represented by the Egbé Project), Sankofa Psychology and Education Institute and human sciences researchers from two other universities, UniRio and Uerj. The Observatory's main mission, in keeping with Brazil's National Care Law, is the promotion and construction of care-related practices and related capacity-building.

Dara was also present at the public hearing on "**Challenges in implementing the Care Policy**", held at the Rio de Janeiro State Legislative Assembly. The discussion addressed key issues, such as caregivers' mental health, over-medication, gender and race inequalities, food insecurity and the importance of support networks. The Institute's presence in these settings reasserted its commitment to policy advocacy and promotion of a model of care that acknowledges the multiple dimensions of social vulnerability.



Click here

Link to the Observatory piece:



HEALTH

WHERE IT ALL BEGAN

The Dara Institute originated in the health field. From the practice of Medicine and the realisation that the clinical act was rendered incomplete by poverty, grew the methodology that today structures all of Dara's institutional endeavour. Ever since, health ceased to be regarded as merely the absence of disease and came to be understood as the direct outcome of the family's conditions of life – their income, housing, access to rights, diet, education and emotional stability.

Acting on three complementary fronts – Medicine, Nutrition and Psychology – the Health team's objective is to promote comprehensive health, which includes guaranteeing wellbeing and quality of life to the families in the programme. This conception underlies and guides the Institute's multi- and inter-sector work, which builds on the principle that social determinants have direct impact on illness and the possibility of real recovery.

By integrating Medicine, Nutrition and Psychology, the Dara Institute reasserts that combating poverty demands a systemic approach, because health is not an isolated event, but the concrete expression of the conditions of life.

That was how it all began – and that is how it continues to change.





MEDICINE

Medicine serves to focus comprehensive health care, on the understanding that wellbeing and quality of life depend on continuous care, prevention and informed access to public services. More than treating diseases, the sector works, in cooperation with the other teams in the Dara Method, for every family to develop real conditions necessary to live with greater stability and autonomy. Care begins with structured listening, by which it is possible to understand health histories, identify priority needs and draft a personalised action plan. On that basis, with clear, agreed targets and goals, each family is monitored monthly in the endeavour to maintain chronic conditions under control and to prevent health problems from worsening.

During care appointments, the team carefully maps needs as regards health care, tests, medical supplies and procedures, and guides the families on how and where to access these services in Brazil's national health service, the SUS, especially by way of its family clinics and primary health care centres. Particularly important in that context are the inter-sector arrangements for antenatal and women's health care, which strengthen the bond with primary care services and contribute to safe pregnancy and life-long preventive care. When necessary, partnerships are formed to broaden access to services unavailable in the public system, such as some dental and specialised care services. In this way, the team works to strengthen informed use of the SUS and to guarantee that care is continuous, preventive and integrated with the realities of each family's life.



**COMPREHENSIVE
HEALTH:
WHEN
CARE GOES
BEYOND
DISEASE**



MEDICINE

Health Education and Disease Prevention with the families

Health care is also strengthened by education strategies and close relations with the families. The **Aconchego Project** holds safe family conversation circles and activities in accessible language, thus creating settings for listening, sharing and knowledge building. Home visits, meanwhile, afford a deeper understanding of the contexts of families' lives, which then informs guidance and favours more effective interventions to promote healthy environments.

This is complemented by healthcare drives to expand communities' access to care and information, especially in areas such as women's and oral health. These collective activities enable more people to be reached, while at the same time strengthening bonding between families and healthcare services.

The "Vaccination Done" activity, introduced to help meet the challenges of low vaccination coverage, focused on systematically monitoring the vaccination records of children and adolescents. By continuous monitoring and educational activities, this initiative helped expand adherence to immunisation and reinforced disease prevention.

ACTION TAKEN

The Health team's work goes beyond clinical care: it comprises care, prevention and knowledge production to generate real impact on families lives. In 2025, this commitment was reinforced by strategic actions to expand access to services, circulate authoritative information and closely monitor the outcomes that prove that change is possible when care is continuous and integrated.





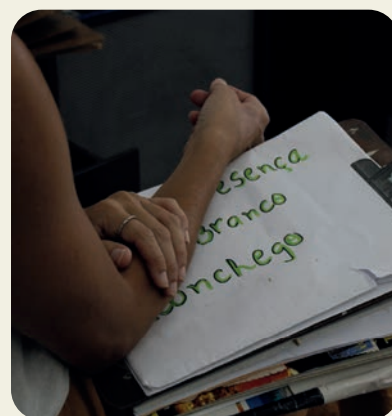
Motor Physiotherapy

Since July 2024, the Motor Physiotherapy work coordinated by the volunteer, Patrícia Pellon, has offered regular care for children attending the Dara Institute. Three times a week, the team works with cases including Down Syndrome, cerebral palsy, Autism Spectrum Disorder, ADHD and developmental delays resulting from severe diseases. By the end of 2025, 10 children had been or were being treated, with a focus on neuro-sensorial-motor assessment, preventing worsening and promoting physical and functional development, so as to expand opportunities for autonomy and inclusion.



Aconchego – Health and Information

In 2025, the Aconchego project held conversation circles on sickle cell anaemia and blood donation, as well as action during Pink October, focused on the National Care Policy and breast cancer awareness-building. With support from the Nursing League at Rio de Janeiro State University, the meeting employed play dynamics to create an environment for listening and sharing, to strengthen access to authoritative information. Declarations by women who had faced the disease made the meeting even more powerful by bringing together technical knowhow with the realities of the families' lives.



Vaccination Done

In response to the challenges posed by low vaccination coverage, this activity was launched to reinforce monitoring of the vaccination record cards of children and adolescents from 0 to 18 years of age. By means of educational activities and continuous guidance for the families, the project is designed to expand awareness of the importance of immunisation and thus contribute to avoidable disease prevention and collective community protection.





SUCCESS STORY

From severe illness to recovery: comprehensive care in early childhood

When she arrived at the Dara Institute, Lara at risk of not surviving. Two years later, she was discharged at her proper weight, feeding by mouth and developing speech.

Lara was two months old when she came to the Dara Institute, in June 2023, referred by the Rio de Janeiro Family Court, in an extremely severe state of health with nine diagnosed conditions. Admitted to the ICU and fed by gastrostomy, she was repeatedly hospitalised. In 2024, she went to live with her grandmother, who became her provisional guardian and took responsibility for her comprehensive care, despite the difficulties.

Dara provided integrated support for the family, including donations of medicines, milks and supplies, plus weekly monitoring with physiotherapy and support for child development and to strengthen the core family. She made significant progress: from a state of emaciation at 10 months, Lara attained proper weight, started oral feeding and, by the time she was discharged in December 2025, at 2 years 7 months, was developing speech.

In parallel, inter-sector work guaranteed important advances: documentation was regularised, registration with the federal government's Unified Register was updated and she was granted the continuous child benefit. Meanwhile, school places were guaranteed for the other children. In the end, her grandparents won definitive custody. That trajectory demonstrates how the impact of comprehensive care, allied to qualified technical support and strengthening of family ties, can transform a life course.



MEDICAL TEAM IMPACTS – 2025

COMPREHENSIVE CARE

2,202

care sessions between January and December, assuring continuous monitoring and targets agreed with each family.

EXTERNAL REFERRALS (SUS AND PARTNER NETWORK)

230

referrals.

126

completed (55%).

→ Expanding informed access to care appointments, tests and specialised services.

FAMILY PLANNING

182

planning assessments.

58%

with structured family planning

→ Promoting autonomy and reproductive rights

VACCINATION

392

record cards assessed.

213

positively.

54%

total vaccination coverage

→ Systematic monitoring and a stronger culture of vaccination.

2 DIUs and 4 hormone implants inserted via the Acolhe Project (Rio de Janeiro State Department of Health).

TRAVEL ALLOWANCES

3,463

fares and travel card top-ups.

R\$74,206.82

invested to guarantee access to care and services.

ANTENATAL CARE

4

pregnant women monitored.

100%

adhesion to antenatal care.

→ Comprehensive protection for mother and baby.

HOME VISITS

10

visits made.

→ Assessment of respiratory and auto-immune diseases to inform the Healthy Housing Project.

MEDICAL SUPPLIES AND MEDICINES

1,497

items acquired.

25

families benefited per month, on average.

R\$35,136.42

invested.



NUTRITION

Food security and healthy habits to strengthen families

The Nutrition team works to promote healthy eating habits and combat food insecurity by individualised, humanised care aligned with each family's social, cultural and economic conditions. The work includes an initial evaluation including application of the Brazilian Food Insecurity Scale, continuous monitoring of their use of food cards, purchase planning, a nutrition assessment of all family members and examination of their need for formulas or supplements, while supporting their choices of more nutritious and sustainable foods.

In 2025, in addition to regular care appointments, the team held food education workshops and talks, offered technical support to the institution's kitchen and contributed to capacity-building for volunteer nutritionists. It also participated in outside debates, for instance, on Niterói's new school meals legislation, so as to reinforce integration among public policies, food education and promotion of the families' health and food security.

ONGOING PROJECT

In 2025, the Dara Institute, in partnership with the telephone company TIM and the TIM Institute, ran the Daras Food TIM project to benefit 20 families in situations of social vulnerability. Most were referred by HemoRio and the Maria Amélia Maternity Hospital with demands relating to sickle cell anaemia and care for premature children.

Directed to families facing moderate or severe food insecurity, as identified by the EBIA, the project offers comprehensive, personalised nutrition monitoring to promote healthy eating, reduced ultra-processed food intake and better health and dignity. As complementary support, 180 food cards were topped up by R\$ 250 each, improving food security and autonomy in food choices.



SUCCESS STORY

From severe illness to recovery: comprehensive care and quality of life

Referred by the Padre Velloso Social Assistance Referral Centre, 46 year old Priscila came to the Dara Institute with a diagnosis of oesophageal achalasia, a rare disease that hinders the passage of food and leads to significant weight loss. She was emaciated, managing to eat only soft foods and suffering emotional distress from physical limitations and family issues. The Psychology team subsequently also took part in her care.

Over the course of the programme, she received monthly nutrition guidance, regular food supplements and qualified medical treatment. With the team's support, she was directed to the Gaffrée e Guinle Hospital (UNIRIO), where she underwent specialised surgery. Today, she is stable and eating normally again, her body mass index is improving substantially, approaching healthy weight, and she is gradually cutting back on supplements. Her story shows how comprehensive care and continuous follow-up can turn a severe condition into concrete recovery and quality of life.





NUTRITION TEAM IMPACTS – 2025

FOOD CARE AND GUIDANCE

1,743

care sessions.

→ Promoted healthier eating habits and improved quality of life.

FOOD EDUCATION

15

talks in the Aconchego project (topic: Healthy eating and sugar in foods).

→ Expanded knowledge and encouraged more informed choices.

1

children's cookery workshop (Dara Food Tim).

INSTITUTIONAL CAPACITY BUILDING

1

training course in sanitisation and food handling for maintenance, administrative service and stockroom staff.

→ Strengthened food security and internal service quality.

NUTRITION SUPPLEMENTATION AND SUPPORT

1,907

tins of milk and formulas.

R\$135,790.70

Total amount invested.

FOOD SECURITY

(BY THE BRAZILIAN FOOD INSECURITY SCALE)

R\$684,600.00

invested in food security.

2,619

regular top-ups (R\$ 250 each).

199

special Christmas top-ups (R\$ 150 each).

76%

freed from severe food insecurity.

→ Diagnosed and combated food insecurity on the basis of a nationally validated instrument.

CHRONIC DISEASE PREVENTION AND CONTROL

→ Improved control of diabetes, hypertension and other diet-related conditions, as reported by the families.

Dara ensured that **84 babies** needing infant formulas received that support regularly as long as necessary.



PSYCHOLOGY

Mental health and emotionally stronger families

Recognising that emotional care is an essential condition for overcoming poverty and building autonomy, the Psychology team's mission is to strengthen the families' mental health. The head of the family is offered monthly psychological care, which is extended to other family members when necessary. Free weekly therapy is also possible in the partner network, as well as volunteer psychiatric support and referrals to the public psychosocial care system, including child psychiatry. Since 2022, Dara has also offered psychological care for children from 0 to 12 years of age, focusing on early interventions and demands such as aggression, inattention and suspected Autistic Spectrum Disorder, combined with guidance for parents and guardians, schools and external services. With the support of seven volunteer psychologists, the team offers supportive reception, assessments, continuous monitoring, collective actions, home visits, reports and inter-sector cooperation, reasserting that mental health is structural to forging stronger bonds, rebuilding lives and establishing more resilient families.

PROJECTS

Mental Health, Art and the Body Partnership with Continente Saúde Mental

In 2025, the Dara Institute, in partnership with the NGO, Continente Saúde Mental, broadened its care strategies by way of initiatives that integrate art, the body and emotional expression. The Arteiras Project established art as a structured tool in emotional care for women in situations of vulnerability.

In the course of the year, 42 art therapy workshops were held (84 hours), representing 186 participations by 82 women, who produced more than 50 original artworks. Conducted by a multidisciplinary team of psychologists, psychomotor therapists and art therapists, the activities facilitated sensorial experiences, artistic expression and body strengthening, which contributed to the women's elaborating emotions, building self-confidence and constructing support networks. An assessment by the Self-Reporting Questionnaire (SRQ) indicated a 50% reduction in cases of intense emotional distress among the participants and nearly 20% in the overall rate of psychological suffering.



This was complemented by 15 hours of conversation groups involving 143 participants, offered created safe settings for listening and sharing on issues such as anxiety, exhaustion, self-esteem and self-care. In situations marked by overload and social invisibility, these activities expanded access to culturally sensitive mental health care in accessible form, thus reinforcing community ties and fostering autonomy.

The participants' feedback illustrates the impact of these initiatives, often associated with feelings of relief, hope and reconnection with self, once again validating the Dara Institute's commitment to a comprehensive approach to human development in which mental health is one essential dimension to overcoming multi-dimensional poverty.

I wasn't loving myself. And the image I have of that girl is that she set herself free and now she has found her way. I am capable."

"What you're doing here does the hell of a lot of good. It helps a lot. There's nothing like this out there; I hope you continue with us next year."

"When I arrived here, I saw everything in black and white. Then, here, you imagine the colours."

Projeto Arteiros – SC Johnson

The **Arteiros – SC Johnson Project** (May 2025 to April 2026) is intended to help children in situations of vulnerability to develop comprehensively by way of play, educational and emotional care activities in a safe environment that stimulates creativity, strengthens family ties and contributes to social, cognitive and emotional development. Over the period, the project received 78, 0 to 12 year old children enrolled in the Dara Method, 19 of them neuro-divergent, to participate in socio-educational activities. A significant portion of the public served had learning difficulties, such as challenges reading, writing, concentrating and thinking logically, in addition to health conditions with direct impact on their development. The project comprised supportive reception in a recreation setting, monthly thematic activities and mental health monitoring, so as to constitute continuous, structured care. Since the project started, 40 initial psychological and pedagogical evaluations have been conducted, enabling emotional and pedagogical needs to be identified and individual monitoring plans to be constructed for the children and their families.



The **Family Art Planning Project** held weekly art initiation meetings to expand cultural repertoires and stimulate creativity and self-expression. In all, 239 children took part in the activities.

In addition to the projects that were organised, the team was also present in collective activities such as **Aconchego**, in April, on the subject “*Invisible Rights: Accessibility and Public Policies for Children with Disabilities*”, which prompted thinking about inclusion and rights, especially for children in the autistic spectrum. In August, the team participated in the Lilac August meetings addressing violence against women and, in September, held meetings on mental illness prevention and appreciation for life, which stressed the importance of emotional care as a strategy for protecting and strengthening families.

Darinhas – Criança Esperança (UNESCO) Project



In 2025, the **Criança Esperança** project reaffirmed the key role of child protection in the Dara Method by accepting 200 children from 0 to 12 years of age in situations of vulnerability and offering them a safe, welcoming environment while their mothers participated in care and training. In all, this resulted in 319 sessions in the recreation setting, involving child psychology care directed to socio-emotional development, socialisation and risk identification, leading to six referrals to specialised care. The results show significant impact: 100% of the children displayed good development at school and greater curiosity; 93.42% began to express their feelings better and to interact with their peers; and 88.16% reported feeling safe away from home, highlighting stronger family ties and improved child wellbeing.



SUCCESS STORY

Emotionally stronger and more autonomous

Roselene was 42 when she came to the Dara Institute in January 2024, referred by HemoRio, with a two year old son diagnosed with haemophilia. In the throes of separation and emotionally fragile, her only fixed income being the federal government's Family Allowance, her situation was one of socioeconomic vulnerability.

While under care, she received psychological support in rebuilding her self-esteem and emotional strength, in addition to guidance from the health, nutrition, education and social service teams. Gradually, she recovered autonomy, reorganised her relationship with the child's father, managed to enrol her son in daycare and found employment in a supermarket chain, where she is positively assessed.

She took the national upper secondary school final examination and plans to resume her education. On leaving the Institute, she opted to continue psychological care through her trade union and recognises the decisive impact of the welcome she received at Dara. Her progress demonstrates how comprehensive emotional, social and technical care can transform vulnerability into autonomy and a life plan.



Advocacy and institutional representation

In 2025, the Psychology team increased its presence in strategic dialogue, recognition and policymaking spaces. By participating in forums, national networks and public hearings, it emphasised the Dara Institute's commitment to not only direct care for families, but also to authoritative advocacy on key issues such as mental health, early childhood and care policy, expanding the Institute's contribution to public debate and building structural solutions.

Humanise Health Prize – Teva Brasil Forum

In November, the Dara Institute was rated among the five best programmes in the Mental Health category of the Humanise Health Prize, awarded by Teva Brasil. Represented by Fabiana Pádua, coordinator of the Psychology sector, Dara took part in the Humanise Health Forum, which brought leading Brazilian social organisations together in São Paulo. Among the 120 institutions enrolled in the Mental Health, Oncology and Rare Diseases categories, only five were selected in each field. That recognition underlines the importance of the work done by the Institute in promoting comprehensive care and the humanisation of care for families in situations of vulnerability.





PSYCHOLOGY TEAM IMPACTS – 2025

7

volunteer psychologists and technical coordination expanded access to psychological care.



ARTEIRAS PROJECT – DASA AND RD

42

art therapy workshops
(84 hours).

186

personalised
care sessions.

82

participants.

50

artworks
produced.

50%

fewer participants with
intense emotional
distress, as assessed by
the SRQ.

20%

Around 20% overall
reduction in total
participants in emotional
distress over the course of
the project.

ARTEIROS PROJECT – SC Johnson

76

children, 0 to 12 years old,
received care from the
Child Psychology staff.

864 hours

of play activities,
enabling the families to
take part in income
generation (cooking and
beauty care projects).

143

personalised care
sessions for
families, by the
Education team,
focussing on
strengthening the
core family's role as
an agent of
education.

722

care appointments in
play activities in the
recreation room.



PSYCHOLOGY TEAM IMPACTS – 2025

ARTEIROS PROJECT - ROUANET (TAX INCENTIVE) LAW

239

children received care.

49

initial assessments (Psychology and Pedagogy).

>50%

had associated health conditions (including sickle-cell anaemia, asthma and intellectual disability).

Weekly activities focussed on creativity, expression and socio-emotional development.

Support for children with learning difficulties (reading, writing, concentration and mathematics).

DARINHAS PROJECT - CRIANÇA ESPERANÇA (UNESCO)

200

children contemplated (0 to 12 years old).

319

care sessions in the recreation room.

6

referrals to specialist care.

100%

of the children developed well at school and gained curiosity.

93.42%

gained in ability to express feelings and interact.

88.16%

felt safe away from home.

Socio-emotional development and socialisation were strengthened.

Child protection was improved and risk situations, identified.

The children's wellbeing was improved and family ties, strengthened.



EDUCATION

Broadening horizons and boosting trajectories

In 2025, the Education team provided regular care to families, monitored their children's and adolescents' school progress to identify learning challenges and arranged solutions in partnership with the schools and other teams involved in the multidisciplinary care. They also worked to encourage young people and adults who had not completed lower secondary education to return to school, offered guidance in applying for certification exams and encouraged them to continue training in technical and higher education courses.

The toy room activities contributed to the children's socio-emotional development by stimulating creativity, socialisation and expression of emotions through play. During the year, children, youngsters and adults also took part in cultural activities and educational experiences that broadened their cultural repertoires, strengthened their self-esteem and encouraged new life projects, reasserting the Dara Institute's commitment to education that promotes comprehensive development.





PROJECTS

Culture and belonging: expanding access to the city

As part of **Daras Afro-Brazilian Culture**, a project with incentives under the Rouanet Law that brought together activities free of charge for 115 black women in situations of social vulnerability, a range of cultural activities were organised with a view to expanding the participants' repertoires and strengthening their identity. The families had the opportunity to visit the AfroBrasilidades exhibition at FGV Arte, as well as taking part in activities at the Museum of Afro-Brazilian History and Culture, the City Museum and the Brazilian Crafts Reference Centre. The project, in partnership with the Iter Group, also included experiencing Rio's emblematic tourist attractions, including the Sugarloaf cable car. These activities were designed to expand access to cultural equipment and promote appropriation of the city as a space of belonging, and to give due value to Afro-Brazilian identity and culture.

For many of the participants, these activities represented unprecedented opportunities to access cultural spaces and broaden their horizons. As Simone, a participant in the activities, put it: *"I think it's a great opportunity you're giving us to see and learn new things, things that we usually have no access to. These opportunities you're offering and our having access to new things, new knowledge, is really good."*

Family Art Programme

With support under the Rouanet Law, the Family Art Programme was designed to stimulate art production by people in situations of social vulnerability, particularly black and mixed-race women, mothers and children. The activities included conversation groups, educational activities and a course in braiding. The programme also spread the Dara Method by way of a Virtual HUB and the Strengthening Community Leaders course.

One of the main legacies of the project was a stronger Virtual Hub, a library of more than 200 items — including texts, videos, articles and podcasts — about art, creative economy, comprehensive health, income generation and social innovation, all extending the reach of the Dara Method beyond the physical territory. Between November 2024 and November 2025, the platform recorded more than 87,000 accesses, 19,000 active users and 18,000 new sign-ups, demonstrating the interest in the proposal and establishing the hub as a source for training and knowledge sharing to combat poverty in a structured manner.

With weekly meetings and thematic curatorship based on Afro-Brazilian cultural references, Aconchego brought together 300 women in 2025 around art as an instrument of identity and change. The meetings constituted settings for sharing, thinking and building collective strength by addressing culture, rights and how to combat racism. By giving due value to black narratives and Afro-Brazilian artistic expression, the project fostered belonging, self-esteem and critical readings of social realities.



Strengthening Community Leadership

This initiative brought together some 22 leaders of social organisations and projects in online capacity building directed to strengthening networks and promoting social change. Drawing on Dara's experience, the programme addressed issues including inter-sector action, health promotion, management and impact measurement, to develop competences for addressing complex social challenges. The training, given in part by guest experts, included drafting action plans, which was supported by individual mentoring, thus contributing to expanding the work, sustainability and impact of the initiatives led by the participants.



SUCCESS STORY

Back to school and breaking new ground

Before coming to the Dara Institute, 20 year old Beatriz had left school in the final year of lower secondary education. During her time in the programme, the team worked with the family on the importance of her resuming school and supported the girl in organising her school documentation.

After the first attempt to obtain certification through the National Youth and Adult Competencies Certification Exam, which could not be concluded, Beatriz decided to go back to school by enrolling in Youth and Adult Education. With support from the team, she applied successfully, attended regularly through the 2025 school year and passed into the second year of upper secondary school.

In parallel, hearing about the opportunities announced by the team, Beatriz enrolled in a selection process for an internship, with support in drawing up her resume and preparing for the interview. This story illustrates how access to education, allied to constant support and strengthening of self-esteem, can open up new educational and vocational avenues.



EDUCATION TEAM IMPACTS - 2025

1,948

educational support care sessions to monitor children's, adolescents' and young people's progress at school

952

toy room sessions (promoting socio-emotional development, creativity and socialisation).

5

cultural excursions were offered by the Daras Afro-Brazilian culture project.

International virtual exchange project connected children served by the Dara Institute with students in the United States.

16

persons enrolled in the National Youth and Adult Competencies Certification Exam (with encouragement to resume secondary education).

7

cultural activities, benefiting 212 persons with access to cultural facilities outside their territory of residence.

74%

of the children and adolescents started going to school.

17,000

active users on the Virtual Hub.

4

enrolments in university entrance or Enem exams (expanding access to higher education).

200

children, approximately, took part in the educational and socio-emotional activities of the Darinhas and Arteiros projects.

200+

items on the Hub Virtual.

24,000

views in the Virtual Hub.



**CLICK
HERE**

to learn
more about
HubEP.





INCOME GENERATION

Economic autonomy as an avenue to breaking the poverty cycle

The team worked to identify and leverage the skills of family members over 18 years of age, to develop competences that contributed to improving the family's income. The aim is to promote economic autonomy by means of arranging vocational qualification, stimulating entrepreneurship, improving employability and strengthening financial planning.

The work combined individualised guidance, technical capacity building and collaboration with partner networks to connect the families with concrete opportunities for training and productive placement. More than offering courses, the team constructed possible trajectories, considering the multiple vulnerabilities displayed by the families served.

MAIN ACTION TAKEN

Referral to job experience at Joaquina Restaurant.

Guidance on the job market and labour law (employment, micro-entrepreneurship, rights and duties).

Guidance on entrepreneurship, formalisation and financial planning.

Encouraging vocational capacity building (in-house and external courses).

Producing and updating resumes.

Referrals to partner networks and micro-entrepreneurship support funds.

Support for organising and participating in entrepreneurship fairs.



PROJECTS

The results achieved over the year reaffirmed the importance of income generation projects as levers for economic autonomy, women's entrepreneurship and the construction of enduring vocational prospects.

Daras Project

The **Daras Project**, funded by SC Johnson, offered 171 participants 350 hours of culinary and beauty care capacity building. While the project was running, 40% of the women were already generating income in the field they were training for, 28 women had begun their own businesses and four former pupils were acting as instructors on the courses, thus multiplying knowledge. "Each product I sell brings me closer to a dream", one participant reported. "It's not just the course, it's about growing", another said. In addition to increasing income, the project helped strengthen support networks and new vocational prospects, demonstrating the model's sustainability in turning training into real opportunities.

The project ended with course graduation ceremonies, distribution of vocational kits and an entrepreneurs' fair on the sponsor firm's premises.



Daras Afro-Brazilian Culture Project

The Daras Afro-Brazilian Culture Project mobilised 300 persons, of whom 60 completed the courses and workshops, which combined creative economy, art history, entrepreneurship and marketing, connecting cultural identity and economic development. With a public comprising 91.8% black and mixed-race women, the project achieved substantial results: 100% increased their knowledge of Afro-Brazilian culture and 94% reported improved self-esteem, which had beneficial effects on their performance as entrepreneurs. One development was that 27 women participated in the Women Who Create Festival, generating R\$ 7,779.47 in sales, evidence of their stronger productive autonomy and appreciation of their culture.





Aconchego Project

On the productive placement and employability front, the Aconchego Project conversation groups on “Work” drew 232 participants. Over the year, 40 resumes were drafted or updated, 32 people enrolled on the Municipal Labour Department website, seven were called to Interview and three found employment. Guidance on formally setting up as a micro-entrepreneur led to two new formalisations and two regularisations, support for 37 families in pricing and sales control, participation by nine women in the Joaquina Restaurant job experience and referral of three entrepreneurs to the ManaMano fund, resulting in grants of R\$ 2,500.00 for each of them.

The entrepreneurs’ fairs have become established as strategic opportunities to experiment and generate income. These six events raised a total of R\$ 13,420.47 in income for the participants. More than sales outlets, these fairs function as real business laboratories where participants receive guidance on pricing, presentation, sales techniques, organisation and professional attitude, all of which strengthens their progress as entrepreneurs in a structured and sustainable manner.



Connected

With sponsorship from BTG Pactual bank under the Rouanet (cultural incentive) Law, the Connected project capacitated 15 women – mostly black, in situations of vulnerability and with incomes of less than one minimum wage – in using photography and digital art as tools for expressing themselves and their identity and creating opportunities. In a context marred by gender and income inequalities, the training fostered digital inclusion and stronger self-esteem, especially among participants who were already using photography intuitively, but lacked technical knowhow. Over the course of eight months, the project combined visual language, social networking, entrepreneurship and emotional intelligence to expand repertoires and connect creativity with actual placement opportunities in the digital environment.

The results show considerable advances: 90.9% of the participants came to master photographic techniques and to use social media more confidently; 81.8% created or structured a brand and recorded increased income during the project. More than technical capacity building, Connected strengthened autonomy, confidence and support networks among the women. “Dara is a fresh start on a new life”, stressed one participant.



SUCCESS STORY

Resumption of studies and new paths.

Referred to Dara after her daughter was born with health problems, Francisca was struggling with job insecurity. She took part in the Showcase Sweets course, started working in a confectionery and then, with the team's support, set up her own business. Referred to the ManaMano Fund, she received mentoring, learned pricing, created her brand and went on to sell cakes, sweets and savouries through social media.

Today, Francisca owns her own business and has substantial financial return — an example of how supportive reception, capacity building and comprehensive monitoring can lead to real autonomy.

EXTERNAL REPRESENTATION IN 2025

ASPLANDE
Conversation Group
– “From reception
to autonomy”.

L'Oréal Inova Summit.

Sociocultural Action in
the Sacopã Quilombo.

Super Rio Expofood.

The Income Generation team corroborated that tackling poverty calls for more than emergency assistance: what is needed is to create real opportunities for economic autonomy. By strengthening competences, expanding repertoires and connecting women in productive networks, the Dara Institute transforms potential into income — and income into dignity.



INCOME GENERATION TEAM IMPACTS – 2025

247

persons mobilised in the 2025 Daras SC Johnson income-generation capacity-building project.

171

enrolled; **100** completed.

40%

now generating income in the field of the training.

115

graduated from the Daras Afro-Brazilian Culture project.

232

participants in the Aconchego Project conversation groups on “Work”.

40

resumes prepared or updated.

3

persons employed after referrals.

32

enrolled on the Municipal Labour Department website.

7

called to interview.

10

guidance sessions on setting up as a micro-entrepreneur.

2

newly formally constituted; **2** firms regularised.

37

families given financial planning guidance.

9

women in the Joaquina Restaurant job experience.

2

entrepreneurs approved by the ManaMano fund.

>13,000

in sales at the year’s main fairs for entrepreneurs.

40%

of the families that completed courses increased their income.



HOUSING

Decent housing conditions are the basis for health and development

The Housing team's work during the year concentrated on monitoring families' housing conditions and offering technical advice on building methods, guidance on improving health conditions in the home and help in solving systemic problems in their houses. The team also made technical visits to assess housing conditions and offer guidance on possible interventions, in addition to referring families to housing programmes and supporting regularisation processes to settle housing-related legal issues.

Another important area of the work was to direct donations of essential household items – such as furniture, electrical appliances and utensils – to help establish a more appropriate and functional domestic environment. Another priority was to help provide access to drinking water, donate filters and build awareness of the importance of consuming safe water. These activities had direct impacts on the family's health by reducing the incidence of water-borne diseases, improved hygiene conditions and contributed to a stable family routine.

In 2025, the team also continued with structural housing renovation projects. Prominent among these were the Healthy Housing project, operated in partnership with the Healthy Building Movement, which investigates the relationship among building problems – such as seepage, damp and mildew – and works intersectorally at the interface between health and housing. The interventions included damp proofing and monitoring families' health conditions, as well as strengthening the understanding that a healthy house is essential to breaking the cycle linking poverty, disease and social exclusion.





SUCCESS STORY

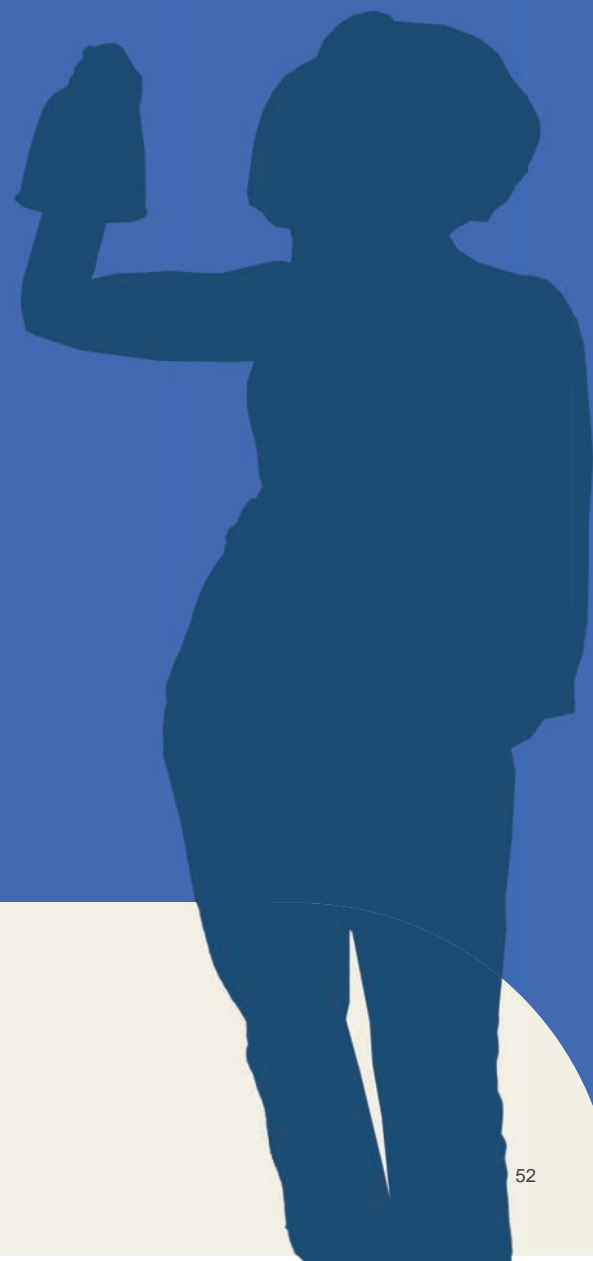
From vulnerability to a house of her own

The story of Débora's family illustrates how improved housing conditions are directly related to stronger family autonomy. Referred to the Dara Institute by the Lagoa Hospital, Débora's guardian lived in a situation of economic and housing instability, informal work and irregular income.

Progressing through the Dara Method, the family underwent a gradual process of reorganisation. Her guardian went back to school and enrolled in a Pedagogy course, which enabled her to enter a paid internship. In parallel, she was active as a braider at the weekends, adding to the family's income.

With more financial stability, the family decided to leave their rented house in the Complexo da Penha (cluster of favelas) and went to live temporarily with relatives, so as to reorganise their finances in order to enter the federal government housing programme My Home, My Life – Level 2. The expectation is that their apartment will be ready in 2026, guaranteeing the family a house of their own in a secure environment and healthier conditions.

This trajectory shows how the Dara Institute's integrated actions — involving housing, education and income generation — can trigger lasting, structural transformations in families' lives.





HOUSING TEAM IMPACT - 2025

1,526

care sessions.

9

technical visits to homes to assess structural conditions and offer guidance on home improvements.

83%

of the families who lacked access to drinking water were donated water filters to improve their access.

156

families received guidance on housing programmes, such as the federal government's My Home, My Life.

EQUIPMENT AND DONATED ESSENTIALS

51

clay water filters.

7

wall filters.

15

electric fans.

35

blankets.

HEALTHY HOUSING PROJECT

9

families participating.

1

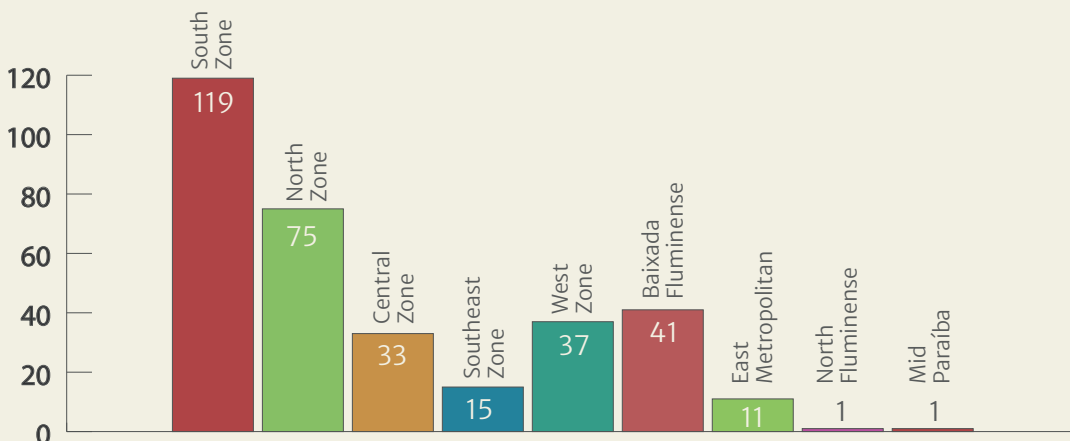
home with intervention concluded in 2025.

6

houses cleared to start building work.

→ Partnership with FAU/UFRJ, integrating architecture students into home improvement projects and social architecture knowledge production.

FAMILIES' REGION OF RESIDENCE





CITIZENSHIP

Rights that transform trajectories

At the Dara Institute, promoting citizenship means guaranteeing that families in situations of vulnerability have real access to their rights and can participate fully in the life of their society. Integrated into the Dara Method, the Citizenship team works to guide and support families in learning and exercising their civil, political and social rights, so as to strengthen their autonomy and expand their opportunities for social inclusion.

Over the course of 2025, the team's work concentrated on continuously monitoring the families in the programme, to identify demands for civil documentation and access to social and national insurance benefits, as well as advising and referring them on legal matters. The work also included cooperating with the social assistance network and with public agencies, including the Public Defender's Office and specialised services, to assure that each family was able to access the public policies essential to guaranteeing rights and social protection. That work was bolstered by monthly legal drives in partnership with the law firm, Veirano Advogados, which broadened access to authoritative legal advice and contributed to settling legal issues with direct impact on the families' stability and well-being.

In addition to the individualised services, the team conducts educational activities designed to form citizens and strengthen communities. In 2025, the Aconchego conversation circles addressed issues, including how to deal with domestic violence, so as to expand access to information and encourage dialogue among the participants. Also, by collaborating with institutional partners, the team contributed to reinforcing opportunities for the young people served by the Institute to find social and vocational placement, as initiated with the ISBET programme for young apprentices and interns. In a context where access to public policies is challenging and family realities are complex, the Citizenship team's work reaffirmed the Dara Institute's role as a mediator of rights and an agent of social change.



Através do Veirano, J. conseguiu a guarda dos netos.



SUCCESS STORY

Rights accessed and a family transformed

The results of this work are apparent in the trajectories of the families served. In one case, Bárbara came to the Dara Institute for help ensuring her daughter access to the federal government’s long-term benefit allowance, after it had been denied repeatedly on administrative grounds. With support from the Citizenship team and a legal aid drive, a new application was made and monitored until the benefit was granted, with backdated payments that were significant to the family.

CITIZENSHIP TEAM IMPACT - 2025

528

sessions on matters of Citizenship, offering guidance directly to families progressing through the Dara Method.

356

citizenship activities planned as part of the Dara Method, focussing on regularising documentation, accessing social benefits and ensuring rights, 57% of which ended in success.

72

external referrals to specialised services and the social assistance system.

18

families gained access to the federal government’s long-term benefit payment.

76

legal advice sessions by way of monthly pro bono legal aid drives in partnership with the law firm, Veirano Advogados.





VOLUNTEERS

A STRATEGIC PILLAR OF CHANGE

Over its 34 year trajectory, the Dara Institute has established a support network that involves more than funding. Here, volunteer work is one strategic pillar underpinning the endeavour to strengthen the institution and ensure that its work to combat multidimensional poverty is effective. In 2025, faced with a challenging social scenario and increasing demands from the families in the programme, volunteer engagement proved even more important.

The work on making the families feel welcome and safe helped strengthen bonds, expand informed listening and assure close, respectful monitoring, complementing the team's technical work with presence, care and emotional support for the families in situations of greatest vulnerability. In 2025, the Dara Institute was supported by 59 independent volunteers, in addition to the other volunteers connected with partner organisations.

The year was also notable for volunteer mobilisation in strategic donation campaigns. The school materials campaign ensured that children and adolescents started the school year with the necessary materials; collection of hygiene products strengthened healthcare and dignity; on Children's Day, toy donations afforded happy moments and stronger bonding; and, at Christmas, an extensive solidarity network assured that the families ended the year with dignity and renewed hope.

More than occasional collaboration, volunteer work at the Dara Institute expresses social co-responsibility and reasserts that transforming realities calls for integrated action and collective engagement.





EXPANSION

*FROM TRANSFORMED FAMILIES
TO STRONGER PUBLIC SYSTEMS*





EXPANSION

FROM TRANSFORMED FAMILIES TO STRONGER PUBLIC SYSTEMS

In 2025, the Dara Institute's Expansion team framed its work on the basis of three complementary, strategic fronts: production of evidence, territorial implementation of the Dara Method and informed policy making. Over the course of the year, that movement found concrete expression in key initiatives which, in an integrated fashion, extended the reach and substance of the organisation's social impact. These included research in partnership with the Rio de Janeiro State Court of Justice, activities in the Vila Geny territory in Itaguaí (Rio de Janeiro), a partnership with the Vale S.A. corporation and collaboration with the municipal government of Salvador (Bahia).

To the Dara Institute, expanding does not mean just growing; it means sharing a systematised, validated social technology able to transform realities. The teams' activities were concentrated on transferring authoritative knowledge by means of technical consultations, training processes and support for implementing the methodology, always with adaptations to local contexts and continuous monitoring.

In the field of evidence production, the partnership with the Court of Justice advanced in 2025 with research into social return on investment, in collaboration with the Fluminense Federal University. The research is designed to measure, in a structured manner, the impacts generated by the Dara Method, so as to reinforce its scientific validation and contribute to guiding future expansion strategies.

In the territorial implementation dimension, the project under way at Vila Geny, in partnership with Vale S.A., is evidence of the methodology's practical application in real contexts of vulnerability. The work there integrates monitoring families, coordinating the local network and using data — such as the Multidimensional Poverty Index — for continuous monitoring and informed decision making. The results achieved in the first year, as detailed earlier, demonstrate material advances in the conditions of life of the families involved.





As regards informing policy-making, the partnership with the Salvador city government marks a milestone in incorporating the Dara Method into the design and management of government measures. By means of inter-sector workshops, 50 staff members from eight municipal agencies were mobilised to integrate their work, thus strengthening collaboration among different areas and contributing to improving the New Life Programme. The broad adhesion to the concept of an inter-sector approach — recognised by more than 80% of participants — underscores the methodology’s potential for influencing public systems at scale.

By combining evidence, practice and advocacy, the Expansion team turns accumulated knowledge into amplified impact. That is how the Dara Institute’s experience is extended beyond institutional boundaries, to strengthen territories, inform policies and contribute to establishing a sustainable pathway to overcoming poverty.

EXPANSION TEAM IMPACT - 2025

EVIDENCE-BASED POLICYMAKING

1

Social Return On Investment research project in partnership with Fluminense Federal University.

→ Production of scientific evidence to inform public decisions and guide social investments.

TERRITORIAL TRANSFORMATION – VILA GENY (ITAGUAÍ/RIO DE JANEIRO)

203

families served directly.

121

qualitative interviews conducted.

97%

positive evaluation of the project.

MAIN IMPROVEMENTS

59.8%
improved diet.

58.1%
improved mental health.

41.9%
improved access to health care.

32.5%
returned to education or were encouraged to continue.



EXPANSION TEAM IMPACT – 2025

INFORMING PUBLIC MANAGEMENT – SALVADOR/BAHIA

80%+

of managers acknowledged that an inter-sector approach is central to combating poverty.

→ Inter-sector workshops contributed to improving the New Life Programme, sensitising 50 staff members of 8 municipal public agencies.

LICENSED NETWORK – SCALE WITH INTEGRITY

4

licensed organisations monitored.

659

families served.

2,337

care sessions.

→ IT system transitioned strategically and network strengthened

STRATEGIC POSITIONING

Processed data into scientific evidence.

Established the methodology as a national model.

Expanded influence on public policymaking and social investments.



Workshop "Mapping and Connecting Public Policies to Combat Poverty in Salvador"



TOGETHER AGAINST POVERTY:

Multidimensional transformation in the Vila Geny territory

The Dara Institute forms part of the Together Against Poverty programme, an initiative organised by the Vale corporation, which brings together companies, the third sector, academia and governments for the purpose of acting collectively to combat extreme poverty in Brazil.

Recognising that poverty is a multidimensional phenomenon, the approach addresses five dimensions: income, education, health, nutrition and infrastructure. The Multidimensional Family Monitoring methodology is applied on the basis of personalised action plans developed jointly with each family, with a view to overcoming the privations identified. The project operates in constant synergy with the public authorities, so as to strengthen public policies and leave a lasting legacy for the territories. In Vila Geny (Rio de Janeiro), Dara has monitored 225 families (689 persons) since 2024.

Using the theoretical model of Alkire and Foster©, a Multidimensional Poverty Index (MPI) was developed for the programme and validated by the University of Oxford, by way of Wise Responder. The families' MPI is calculated periodically, enabling the programme's progress to be monitored.

Over the course of 2025, the work in Vila Geny, in the municipality of Itaguaí, was notable for the continuity of the activities. In collaboration with public facilities and partners in the territory, the technical team strengthened work flows and ensured that the families were monitored, establishing an integrated, consistent and results-oriented endeavour.





Health and Food security as the starting point

Broadening access to health care was the basis for the work in the territory. Early on, the monitoring identified important challenges, including low vaccination coverage, lack of preventive testing and difficult access to the national health system, the SUS. These were addressed by holding vaccination drives, partnering with Rio de Janeiro State University to conduct preventive tests and collaborating with Brazil's Family Health Strategy, primary health care facilities and specialised services, such as psycho-social care centres.

This was complemented by mental health activities, which made for early identification of situations of psychological distress. In all, 208 screening instruments were applied, resulting in 55 referrals to specialised services and identification of more severe 26 cases, permitting prompt, targeted interventions.

Improvement in health conditions was also directly associated with promotion of food security. Early in the monitoring, many families displayed situations of food insecurity and heavy consumption of ultraprocessed foods. Continuous monitoring by the Brazilian Food Insecurity Scale, nutrition guidance and emergency support in the form of food vouchers all made it possible to reduce severe food insecurity and foster changes in eating habits (reducing intake of sugar and ultraprocessed foods).

This set of measures demonstrated that caring for health, in all its different dimensions, is an essential condition for surmounting vulnerabilities and advancing in other areas of the families' lives.



Resident of Vila Geny with SUS card



Preventive care up to date in Vila Geny



Update in the Single Registry



Education and constructing new life projects

Once the basic conditions for health and wellbeing were in place, the work progressed towards resuming educational activities. Situations of truancy were identified among the adolescents and low levels of schooling among the adults, including cases of incomplete secondary schooling.

The work involved mobilising towards literacy programmes, particularly the federal government's Literate Brazil Programme directed to universalising literacy among young people from age 15, adults and older adults, to guarantee the right to education and citizenship. Operated in collaboration with states and municipalities and focussing on the most vulnerable territories, the programme was introduced at the Dara Institute centre in Itaguaí, which offered support for enrolment in regular schools and in the Youth and Adult Education system. The arrangement was complemented by guidance on applying for the National Youth and Adult Competencies Certification and Upper Secondary Examinations, as well as workshops on constructing life projects, focussing on future prospects.



Check out the videos

Video 1 Video 2

Brazil Literate Programme in Vila Geny





Economic autonomy and income generation

One central dimension of the work in the territory was to strengthen financial autonomy. At the outset, the monitoring found many families unemployed, with little experience of the formal market and limited access to vocational training.

That scenario was addressed by activities to support placement on the labour market, such as preparing resumes, holding financial education sessions and offering vocational training courses. Participants could also offer their products for sale at fairs and events, as well as expanding their contact networks and income generation opportunities.

The continuous endeavour to keep families enrolled and updated on the federal government's Unified Register also contributed to assuring they were properly registered and receiving any due social benefits. As a result, advances observed among the families included placements on the formal market, stronger entrepreneurial initiatives and stronger economic security.

Culture, identity and income generation: the Family Art programme

Another initiative at the Dara Institute centre in Vila Geny was the Family Art Programme. Twenty women participated in activities to train them in braiding techniques and in developing business plans and marketing strategies.

The initiative was designed to strengthen the participants' practical and entrepreneurial skills, so as to foster income generation and autonomy by building their technical capacity and supporting them in organising their own businesses.



Improved conditions of life

In order to secure gains in health and quality of life, it was fundamentally important to improve housing conditions. At the start of monitoring, a number of families lived in houses with brackish water supply and lacking proper sanitation.

In response, work was done to promote sanitation practices, which included donating water filters and holding educational workshops. Also referrals were made to the Social Tariff electricity scheme, to expand access to essential services at lower cost.

These measures gave the families access to drinking water and contributed to their adopting safer and more efficient procedures in the use of domestic resources, in addition to structural improvements in some of the homes.



Accessing rights and strengthening social protection

Expanding access to rights was one essential component in reducing vulnerabilities. At the start of monitoring, many families' documentation was incomplete, maternity was not recognised and they had difficulty accessing social benefits.

These situations were addressed by holding six legal aid drives, totalling 68 individual sessions, as well as offering guidance on regularising documents and support in updating registration with the federal government's Unified Register.

These measures made it possible for them to access public policies and social benefits, thus strengthening social protection and expanding the families' ability to exercise their rights.



Being present in the territory and strengthening bonds

The strategy of being an active presence in the territory was decisive to the measures' success. By active detection and home visits by the technical team and a local intermediary, it was possible to form strong bonds with the families and ensure continuous monitoring.

This proximity improved adhesion to project activities, facilitated relations with the social assistance and healthcare network and contributed to reducing vulnerabilities consistently and sustainably.

Sustainable, comprehensive transformation

Our experience in Vila Geny corroborates the effectiveness of an integrated approach to combating poverty. By combining measures in healthcare, education, income, housing and citizenship, the Dara Institute fostered sustainable, concrete gains in the lives of the families served there.

Rather than offering one-off responses, the project demonstrated that overcoming poverty calls for a coordinated, evidence-based endeavour rooted in the territory – and that, when these conditions are met, change is possible, substantial and lasting.



SUCCESS STORY

A story of growth and construction of autonomy

A single mother of five children entered the Dara Institute programme, not only facing emotional and family challenges, but in a situation of food insecurity, social vulnerability and lack of schooling.

Over the course of the programme, she gained access to benefits, guidance and educational opportunities, which enabled her to bring her children's vaccination up to date with the calendar, access appropriate food and resume her own education. After taking part in the literacy training programme, she took the decisive step of enrolling in Youth and Adult Education at the start of 2026.

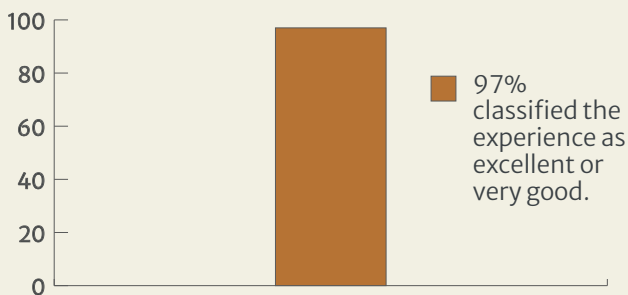
At present, she continues studying, is stronger and more confident, and looking for better work opportunities and a more structured future for herself and her children. Her progress demonstrates the role of education as a strategic component in strengthening autonomy and overcoming vulnerabilities.



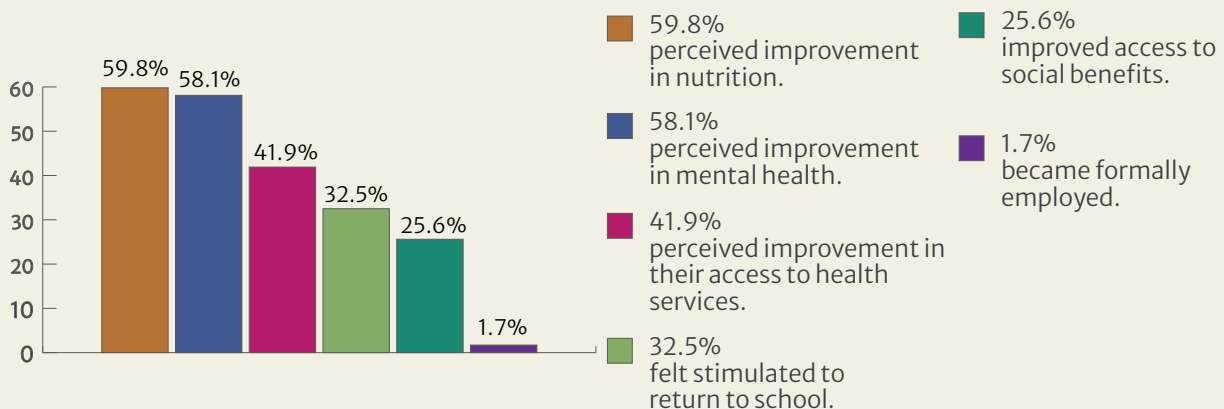


EVIDENCE OF TRANSFORMATION AFTER ONE YEAR

Perception of the services at Dara



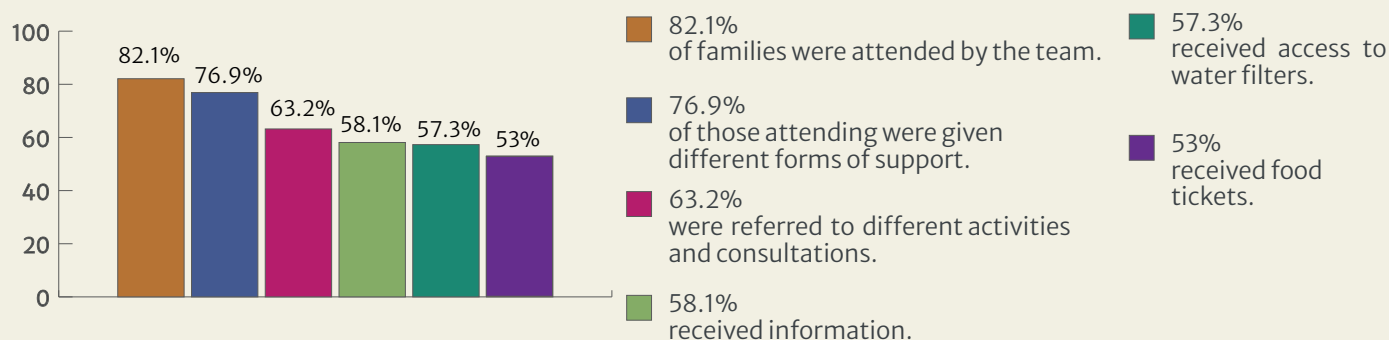
Main improvements as perceived by the families pelas



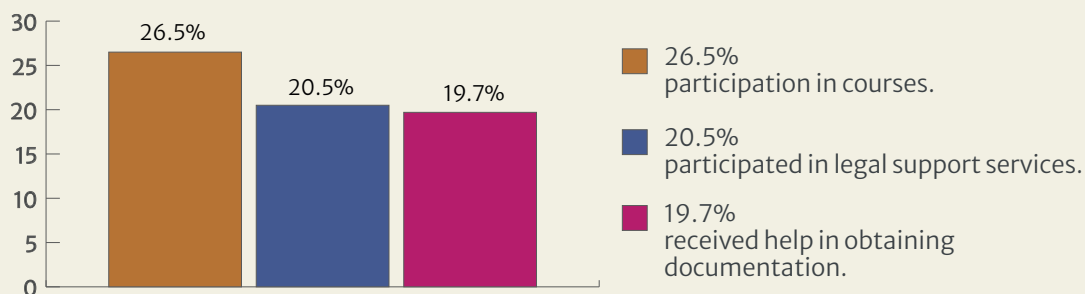


EVIDENCE OF TRANSFORMATION AFTER ONE YEAR

Important facts in the services rendered to the families



Other forms of support mentioned by the families



The data highlight the multidimensional impact of monitoring, combining care, access to rights, and strengthening the autonomy of families.



IMPACT

VILA GENY – 2025

HEALTH

38

families' health was monitored regularly.

3

vaccination drives were carried out in the territory.

40

persons were vaccinated, expanding local vaccination coverage.

17

preventive tests were carried out in partnership with Rio de Janeiro State University.

NUTRITION

43%

reduction in severe food insecurity.

72

families in situations of most vulnerability were benefited by food vouchers.

45

families achieved a situation of food security.

83

families' food insecurity level decreased from severest to slight.

Intake of sugar and ultraprocessed foods was significantly reduced.

PSYCHOLOGY

114

individuals identified as not having formal psychological support.

208

SRQ questionnaires were applied to screen for psychological distress.

55

referrals were made to specialised mental health care.

26

cases of severe psychological distress were identified, permitting early intervention.

The families' access to the mental health care system was expanded.



IMPACT

VILA GENY – 2025

EDUCATION

36

persons went back to school.

18

adults and older adults went back to school.

2

applications were supported for the secondary school final exam.

INCOME GENERATION

70

families developed stronger financial autonomy.

9

resumes designed for entry into the job market.

202

financial guidance sessions were held with client families.

4

vocational training courses were offered (barbering, commercial confectionery, marketing and braiding).

17

new women entrepreneurs were capacitated.

2

guardians found placement on the formal labour market.

Enrolment on the federal government's Unified Register was updated, releasing or granting Family Allowance payments.

HOUSING

141

water filters donated.

141

families gained access to drinking water at home.

1

bathroom built, made possible by technical guidance and family finance management.



IMPACT

VILA GENY – 2025

CITIZENSHIP

264

families accessed public policies.

Access to social protection and fundamental rights was expanded.

102

(93.6% of those needing to do so) regularised their documentation and expanded their access to social protection.

38

accesses to the federal government's Unified Register.

6

legal aid drives conducted, with 68 individual sessions, to regularise documents and guarantee civil identity and legal security.

30

families began to receive the federal government's Family Allowance.





PROJECT MANAGEMENT OFFICE

*GOVERNANCE, METHOD AND
IMPACT AT THE SERVICE OF
SOCIAL CHANGE*





PROJECT MANAGEMENT OFFICE

GOVERNANCE, METHOD AND IMPACT AT THE SERVICE OF SOCIAL CHANGE

In 2025, the Dara Institute's Projects Office, ensuring that project execution was aligned with institutional objectives and oriented to efficiency, quality and impact, established its role as strategic to the organisation. Working transversely, the team centralised, standardised and strengthened project management processes, so as to foster greater integration among the teams and contribute to the reach and sustainability of their results.

One of the most important advances in the year was the updating of the Dara Method, delivery of the new handbook and training for the all staff and volunteers. That process reinforced the Dara Institute's commitment to continuously improving its social technology, so as to guarantee greater consistency, technical alignment and replicability.

Over the course of the year, the team was responsible for managing 12 projects, totalling more than R\$ 3.7 million in funding, to assure they were executed in line with the fundamental management triad: scope, budget and timetable. That structured endeavour meant not only that targets were met, but also that internal processes were continually improved and institutional planning and monitoring culture was strengthened.

The Project Management Office's work was also decisive in structuring new fundraising opportunities: six projects, totalling more than R\$ 5.1 million, were prepared and approved for 2026.

More than a management team, the Projects Office assures impact. By guaranteeing organisation, standardisation and strategic vision, the PMO contributes directly so that each project operated by the Dara Institute yields consistent, measurable results aligned with the mission of combating poverty. Evidence of this was its strategic contribution to the Women Who Create Festival.



WOMEN WHO CREATE FESTIVAL: WHEN CULTURE BECOMES AUTONOMY AND WOMEN'S PROTAGONISM

The Women Who Create Festival brought together four projects sponsored under the Rouanet Law in a single large event, thus maximising efficiency, institutional visibility and public outreach.

On 17, 18 and 19 November 2025, the festival brought together around 940 participants at the Dara Institute's centre in Botafogo for more than 18 hours of free programme. This has established the event as a strategic activity for cultural mobilisation and strengthening the protagonism of the women involved.

The programme included talks, exhibitions, workshops, cultural presentations and activities for the general public. The highlights included an exhibition of artworks and toys produced by the children, the Affects Panel resulting from conversation groups held over the course of the year, an exhibition of artworks produced at the art therapy workshop and a show of portraits created during the digital inclusion courses.

Workshops in braiding and photography were also held, with a view to the creative economy, and in storytelling and popular games. The event also included presentations of Maracatu and Jongo, expanding access to culture and giving due value to its traditional expressions.

The festival was more than just an event: by fostering self-esteem, a sense of belonging and new future prospects for women in situations of vulnerability, it brought out the role of culture as a tool for social transformation.

FESTIVAL
MULHERES
QUE CRIAM





PROJECT OFFICE TEAM IMPACTS – 2025

12

projects managed.

R\$ 3,709,042.21

executed.

100%

of project targets met.

1,691

hours of activities.

476

activities over the course of the year.

100%

of the families took part in at least one activity.

849

participations by heads of families.

558

participations by children and adolescents.

940

participants in the Women Who Create Festival.

18 hours

programme free of charge.

12

talks and cultural activities.

27

women entrepreneurs participating.

R\$ 7,779.47

in sales.

6

projects written and approved for execution in 2026.





INSTITUTIONAL DEVELOPMENT

*NARRATIVE, RELATIONS AND
SUSTAINABILITY AT THE
SERVICE OF IMPACT*





INSTITUTIONAL DEVELOPMENT

NARRATIVE, RELATIONS AND SUSTAINABILITY AT THE SERVICE OF IMPACT

In 2025, the Dara Institute took a strategic step towards long-term sustainability by integrating fundraising and communication into the new Institutional Development function. The change responds to a more competitive social environment, more demanding of transparency, evidence of impact, governance and strategic clarity, and repositioned communication, reputation and fundraising as parts of a single system directed to strengthening the sustainability and expansion of the Dara Method, which has now had impact on more than 100,000 people.

Governance and revenue diversification

The team structured its activities on the basis of a funnel of partnerships and donations with clear stages of prospection, qualification, proposal drafting, negotiation and counterpart monitoring, so as to strengthen fundraising governance and predictability.

Over the course of the year, the Dara Institute maintained relations with partner companies, expanded its participation in calls for proposals and strengthened national and international partnerships. The strategy also sought to diversify revenue sources, so as to combine business support, tax incentives, personal donations and international corporation.

In addition to fundraising, the team worked to identify opportunities for generating institutional savings, thus contributing to more efficient financial management and sustainability of the Institute's activities.

Strategic narrative and brand strengthening

Work on a second front concentrated on strengthening the institutional narrative and standardising key messages, to align the Institute's public positioning with its communication and fundraising strategies. Content production was expanded and organised more strategically, with a focus on consistent messaging, audience segmentation and strengthening institutional presence in different channels.

That process contributed to establishing more structured and professional communication to give visibility to the results of the Institute's work and to strengthen public recognition for the cause of poverty eradication.



Engagement, visibility and relations

Another aspect of the work was to prioritise qualification of relations with strategic partners and publics by integrating due diligence, digital presence and engagement strategies. Extending our reach in social media and strengthening communication channels contributed to increasing institutional visibility and drawing new publics to the cause embraced by the Institute.

By integrating positioning, relations and fund raising, the Institutional Development team ensured greater narrative consistency, governance in relations with partners and financial predictability. More than heightening visibility, the team contributed directly to an enduring Dara Institute by connecting social impact, public recognition and institutional sustainability.

IMPORTANT PARTNERSHIPS – 2025

FUNDRAISING

16

donor companies.

R\$ 1,865,021.00

raised in Brazil,

R\$ 2,809,042.21

via Incentive Laws,

R\$ 383,599.00

raised abroad.

R\$ 525,562.78

raised from the physical persons.

R\$ 24,609.28

in avoidable costs (pecuniary benefits)*.

In 2025, the Dara Institute maintained a partnership with the Rio de Janeiro State Court of Justice, including a cooperation agreement under which the Institute received persons serving alternative sentences and measures arising out of judicial decisions or non-prosecution agreements. Over the course of the year, 12 persons were admitted under the agreement and 30 pecuniary benefits were awarded. The partnership strengthened vocational resocialisation measures, contributed to reducing recidivism and help to break down stigmas, thus expanding opportunities for social reintegration and citizenship.



INSTITUTIONAL COMMUNICATION

PUBLIC ADVOCACY, REPUTATION AND STRENGTHENING THE CAUSE

At the Dara Institute, Institutional Communication is a strategic tool for social impact. In 2025, the team's work was directed to expanding public debate on multidimensional poverty, strengthening the organisation's reputation as a reference on the issue and consistently positioning the message that poverty can be solved when it is tackled in an integrated, continuous and evidence-based fashion.

Over the course of the year, the Dara Institute significantly increased its presence in the Brazilian and international media by means of authoritative insertions on television, in the printed press, on digital platforms and in high-audience media. That visibility was constructed on the basis of important editorial topics, proactive press relations and content production that connected data, real narratives and institutional positioning, which reinforced Dara's credibility with the public, opinion leaders and decision makers.

Click on the images below to see the articles.





Culture, engagement and international mobilisation

The Institutional Communication team was also present at cultural and international mobilisation events. In April, at The Town Hall in New York, the Dara Institute held the benefit concert “Stacey Kent & Danilo Caymmi: A Tribute to Tom Jobim”, which was attended by about 800 people for an evening of Brazilian culture, philanthropy and social impact.

This was more than a cultural event: the occasion strengthened Dara’s international presence, extended its network of supporters and demonstrated the potential of art as a tool to foster engagement, awareness and mobilisation to the cause of poverty eradication.



Communication as a strategy for impact and sustainability

The Institute’s authoritative presence in the media and in public in 2025 was not limited to raising institutional exposure. It formed part of Dara’s strategy for impact by contributing to:

- Expanding awareness of poverty as a multidimensional phenomenon;
- Strengthening donor culture and civil society engagement;
- Influencing public narratives based on evidence and real stories;
- Supporting institutional sustainability and expanding social impact.

Over the past 30 or more years, the Dara Institute has built up a solid reputation on concrete results. In 2025, the Institutional Communication function was decisive for that impact to extend beyond providing direct services to the families and to reach society as a whole, reinforcing Dara’s commitment to the structural transformation of poverty.



Launching of the documentary, *The Wheel Turns*, and Seminar on Female Leadership

On May 13, 2025, the Dara Institute, the Skoll Foundation and the Video Consortium held the online seminar, *Reconstructing Ties: Female Leadership in Families in Social Vulnerability*, and released the documentary film, *A Roda Gira/The Wheel Turns*, directed by filmmaker Isabel Joffily.

The 14-minute documentary portrays the stories of Ana Paula and Vanessa, both mothers and heads of families assisted by the Dara Institute. The documentary shows the transformative impact on the women, their families and communities. The seminar was attended by Dr. Vera Cordeiro (Founder of Dara), Gabriel Diamond (Skoll Foundation), Dr. Cibele Henriques Professor at Federal University of Rio de Janeiro, Cristina Pereira and Amanda Lemos (Dara Institute). The event was well received by the participants, and generated recognition of the work Dara carries out on women leadership.





SOCIAL MEDIA

REACH, ENGAGEMENT AND CONNECTING WITH SOCIETY

In 2025, social media became established as a strategic channel for expanding the Dara Institute’s dialogue with society and publicising data, stories of change and positions on multidimensional poverty. The growing number of followers and increasing engagement reflected our mission-aligned strategy, more frequent postings and use of audio-visual formats, especially videos and reels. One highlight was the “*Poverty is solvable*” campaign, in which nine videos featured actress Fernanda Torres as ambassador, giving greater visibility to the cause. Instagram, Facebook and LinkedIn complemented each other in our relationship with the public, partners and opinion leaders, reinforcing Dara’s position as a reference in social innovation and poverty eradication.

IMPACT - 2025

INSTITUTIONAL COMMUNICATION

R\$1,438,010.00

resulted from press relations-driven coverage.

20

pieces on television, printed press, digital platforms and Brazilian mass media.

SOCIAL NETWORKS

1 Million

views in social networks





INSTAGRAM

1,692,375

impressions.

18,103

followers | up 9.48%.

1,500

new followers.

386

stories with
108,296 views.

45

reels with
129,011 views.

154

posts with
11,645
interactions.

FACEBOOK

66,518

followers.

36

reels with
507
interactions.

177

posts with
3,093
interactions.

LINKEDIN

6,870

followers.

60,567

impressions.

2,144

reactions

79

posts with
8,254
interactions.

Consolidated results

Total reach: 923,312 accounts (150.6% up on 2024).

Engagement with posts: 42,516 (307.6% up on 2024).

396 posts in the year, increasing institutional presence and consistency.

Reinforced the “Poverty is solvable” narrative in accessible, high-reach formats, with support from Dara Institute ambassador, actress Fernanda Torres.



INFORMATION TECHNOLOGY

*DATA, SECURITY AND
INTELLIGENCE AT THE SERVICE
OF SOCIAL IMPACT*





INFORMATION TECHNOLOGY

DATA, SECURITY AND INTELLIGENCE AT THE SERVICE OF SOCIAL IMPACT

Reliable data, secure systems and well-informed decisions are key elements in combating poverty in an integrated fashion. In that context, the Information Technology team acts as a structural pillar underpinning knowledge production, qualification of care for the families and more robust institutional decision-making, by connecting infrastructure, security and intelligence to the Dara Institute's mission.

During the year, the team was responsible for ensuring reliable systems, protection for sensitive information, readily available strategic data and modernisation of the tools used by the teams, thus contributing to greater operational efficiency, transparency and social impact.

A new Dara Method System: technology at the service of the families

In February 2025 the launch and introduction of the new Dara Method System marked one of the Institute's main technological milestones of the year. Developed so as to be intuitive for the technical teams and robust for management, the system assures a structured record of all stages of the families' progress through the Dara Method.

In the early months, the IT team was present intensively in care sessions, offering direct support to staff and continuously making adjustments to the system's usability, stability and functionality. The certification process entailed more than 400 adjustments to the system to assure it met the needs of care and management.

By the end of 2025, more than 90 families had been registered in the new Dara Method System, after going through the stages of introduction, home visit, monitoring, measurement and evaluation. In this way, the system became a key tool for monitoring the families' progress and sustaining continuous improvement in the methodology.



Digital Security and Data Protection: protection as institutional commitment

In 2025, the IT team also made significant advances in strengthening digital security and data protection. One landmark in that process was the implementation of two-factor authentication in all the Institute's systems, which ensured greater security in access to sensitive information on the families and the organisation.

By the end of the year, all staff members had migrated to two-factor authentication. The result was a 60% reduction in tickets relating to blocked access, as well as greater control over permissions and logins. This measure was accompanied by an institutional campaign on digital security best practices and compliance with Brazil's data protection law, which reinforced the culture of responsibility in information use.

Operational efficiency: technology making time for care

The IT team's work in 2025 also had direct impact on the Dara Institute's operating efficiency. Over the course of the year, 81% of the support and error tickets opened were resolved, guaranteeing the continuity of the teams' activities and reducing interruptions to care for the families.

Adjustments were made to optimise and stabilise the Wi-Fi network, new computers were bought and obsolete equipment replaced, which contributed to increasing the teams' productivity. Renegotiation and restructuring of internet services also resulted in annual savings of R\$ 7,622.40 in operating costs, reinforcing the Institute's commitment to responsible resource use.

Responsible innovation: first steps in Artificial Intelligence

In line with global technological changes, 2025 also marked the start of the first institutional studies of using artificial intelligence in the Dara Institute. The IT team began exploratory analyses focusing on responsible, ethical applications directed to supporting data analysis, information management and internal process optimisation, always respecting the principles of data protection and the centrality of the families.

By connecting infrastructure, data, security and innovation, the IT team reaffirmed its role as an essential cog in the wheel enabling the Dara Institute to expand its social impact, strengthen its methodology and advance in its mission of proving, with evidence, that poverty is solvable.



INFORMATION TECHNOLOGY TEAM IMPACTS – 2025

90+

families monitored at all stages of their progress after implementation of the new Dara Method System.

400+

improvements and adjustments made during implementation, to ensure usability and adherence to the methodology.

9 of 14

strategic indicators validated and monitored on the institutional dashboard, strengthening data-based decision-making.

100%

of staff members migrated to two-factor authentication, a key milestone in the Institute's digital security.

60%

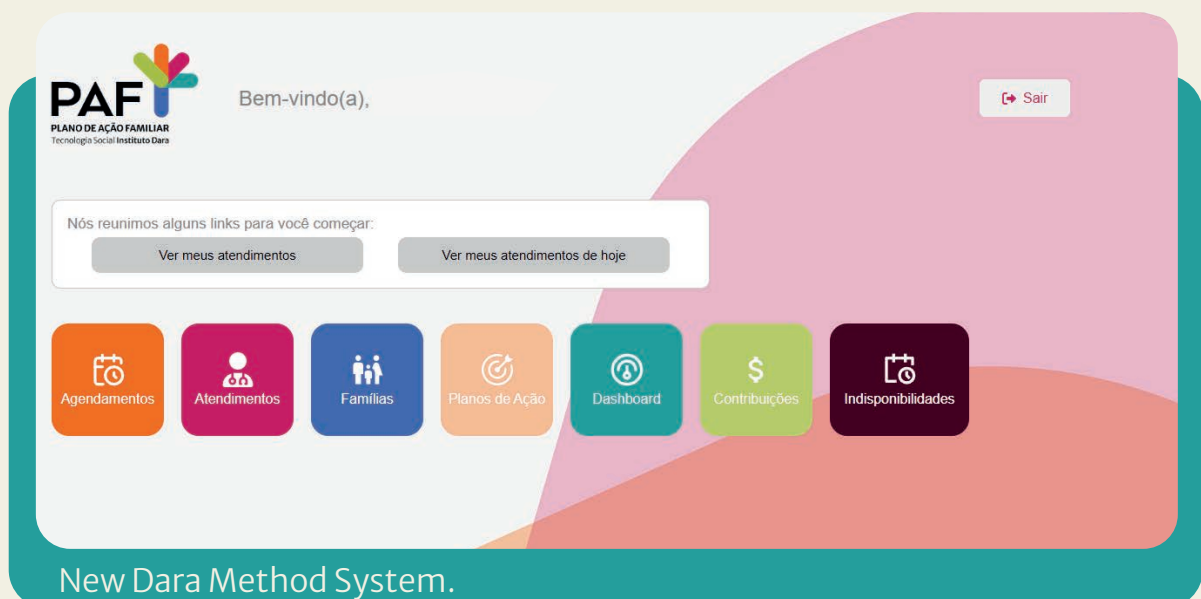
reduction in tickets for blocked access after introduction of two-factor authentication.

81%

of technical support tickets resolved, guaranteeing continuity of activities and care for the families.

R\$ 7,622.40

reduction in annual operating costs by optimising internet services.





ADMINISTRATION, FINANCES AND HUMAN RESOURCES

*GOVERNANCE, EFFICIENCY AND
SUSTAINABLE IMPACT*





ADMINISTRATION, FINANCES AND HUMAN RESOURCES

GOVERNANCE, EFFICIENCY AND SUSTAINABLE IMPACT

The social change produced by the Dara Institute is only possible by building on a sound, ethical and financially responsible institutional base. In 2025, the Financial and Human Resources Administration team ensured governance, operational predictability and people development to guarantee the necessary structural conditions for Dara's impact to expand and continue.

More than internal support, the team acted as a mainstay of strategic stability by integrating financial control, legal compliance, risk management and stronger organisational culture.

GOVERNANCE AND TRANSPARENCY

In 2025, the Dara Institute underwent an independent external audit by Ernst & Young, reaffirming its commitment to transparency, compliance and credibility among partners, funders and the public.

Structural measures introduced to assure institutional integrity included:

- Adjustment to federal government regulatory standard NR01.
- Introduction of the Safe Channel (with Resguarda and Veirano Advogados).
- Technical support for due diligence on projects sponsored with tax incentives.
- Support for the Expansion team on the Vale S.A. project at Vila Geny.

These measures strengthened the ethical environment, governance and institutional security.

BUDGET EXECUTION AND FINANCIAL SUSTAINABILITY

Summary Statement – 2025

**Total revenue: R\$
3,796,146.00.**

**Total expenditures:
R\$ 5,683,800.00.**

**Yield from capital fund:
R\$ 2,571,190.00.**

**Year-end balance:
R\$ 683,536.00.**

The Institute maintains stringent financial control and continuous cash flow monitoring, risk mitigation and budget planning.



Capital fund

For nearly 20 years, the Dara Institute has maintained a capital fund as a strategic instrument to assure the continuity of its mission, with stability and long-term vision. In 2025, the proceeds from the sale of the property on Rua Jardim Botânico were applied entirely to strengthening the Institute, increasing financial predictability, mitigating budget risks and sustaining expansion of social impact. That strategy reaffirms Dara's commitment to ensuring its work endures and guarantees solid bases for preserving and augmenting outcomes for generations to come.



Revenue Composition

56%

legal
persons.

23%

physical
persons.

18%

project
contributions.

3%

property
rentals.

Diversification of sources strengthens financial resilience and reduces dependence on concentrated funding.



PEOPLE, CULTURE AND DEVELOPMENT

In 2025, establishment of organisational culture advanced with:

- Presentation of the findings of the Climate Survey.
- Creation of thematic working groups on diversity, climate, health, quality of life, capacity building and communication.
- Leadership workshop in partnership with Fluminense Federal University.
- Mentoring for managers with human resources staff from TechnipFMC.

The focus was on strengthening leadership and improving internal communication and collective problem solving.

INSTITUTIONAL EFFICIENCY INDICATORS

- Administrative cost as a percentage of total budget: 19%.
- Independent external audit: done.
- Integrity channel implemented.
- Health insurance cost adjusted below medical inflation.

ADM-FIN- RH TEAM IMPACTS - 2025

R\$ 3,796,146

Total Revenue

R\$ 20,933,528.05

Amount applied to the Capital Fund
(dec /2025)

Independent audit (E&Y).

69

Collaborator
of whom **43** are
formal employees.

59

Volunteers.

Safe Channel implemented.

While the Dara Institute's impact is expressed in changed families, it is administrative consistency that ensures that change is sustainable, scalable and reliable over time. Solid governance, operational efficiency and financial responsibility are not secondary concerns: they are structural conditions necessary for poverty eradication to be continuous, transparent and lasting.



CLOSING MESSAGE



As we close this year, we look back on 2025 with recognition for the road we have travelled and, above all, for the people who made that possible. It was a year of intense work, creative responses to complex challenges and reaffirmation of the Dara Institute's commitment to substantial, sustainable social change. Each result achieved during that period is the fruit of the tireless effort, dedication, competence and sensitivity of a team that works day after day with excellence, attention and commitment. The results presented in this report also reflect the daily commitment of a dedicated team and a network of partners who believe in the sustainable eradication of poverty.

In 2026, the Dara Institute celebrates 35 years of history and we want to acknowledge that trajectory, but with an eye to the future. That milestone calls on us not just to recognise how far we have come, but also to redouble our ambition for impact and for mobilising society to a cause that concerns us all: combating poverty in a manner that is integrated, dignified and sustainable.

We know that major challenges remain: the inequalities persist, social contexts are becoming increasingly complex and integrated, humane solutions are urgently needed. That is why we embark on this new cycle wanting to add in new voices, strengthen partnerships and engage supporters to share with us the responsibility for social change as a collective commitment.

We invite companies, foundations, social investors and individuals committed to building a more equitable Brazil to join with the Dara Institute in this new year. At 35, the Dara Institute reaffirms its commitment to innovation, social impact and to building possible futures – certain that together we can enable more decent, autonomous and sustainable trajectories for more families, for our country and for the world.

Sabrina Porcher
Executive Director
Dara Institute



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