ANNUAL REPORT 2019

Promoting health and human development by implementing and disseminating an integrated multidisciplinary approach to fight poverty.

THIS IS OUR MISSION





Our Personnel

Meet the team from Dara Institute (Saúde Criança) – July 2020

Adriane Boavista Menna Barreto Amanda de Souza Bruno Gouveia Coutinho CARLA MEDEIROS SOARES WOLFRING CRISTINA SILVA PEREIRA Elisângela Silva de Barros Erica Zagotto Ribeiro Fabiana Almeida Padua Fabiana de Almeida Paiva GABRIELA CARVALHO PARENTE Izabel de Oliveira JEAN PAUL MICHELSKI José Tierri Fernandes KATIANE KELLE ALVES DE LIMA LANA LACERDA Laura de Azevedo Motta LAYANE MOISES COELHO LIVIA CRISTINA Lúcia Martins Coimbra Marcos Vinicius Maria Christina Teixeira Novo Marta de Azevedo Gonçalves MIRELLA DOMENICH Pedro Barros ROBSON MATOS DIAS SABRINA PORCHER SAMUEL ALCÂNTARA COSTA Sandra Regina Batista Palha Sylvia Maria Lordello da Silva THIAGO GONZAGA FERNANDES VERA REGINA GAENSLY CORDEIRO VICTOR DE OLIVEIRA

Meet the Boards of Dara Institute

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More than 140 volunteers contributed for the work of Dara Institute in 2019

Introduction

- By Vera Cordeiro 04
- #AgoraÉDara (#WeAreDaraNow) 06

The Table Metaphor

By Mirella Domenich 08

DIRECTASSISTANCE

A Plan that Changes Lives

By Cristina Pereira 12

Home Sweet Home

By Angel Silva 14

DISSEMINATION OF KNOWLEDGE AND INFLUENCE ON PUBLIC POLICIES

- **Expansion of Systemic Impact**
 - By Adriane Menna Barreto 18

SOCIAL MOBILIZATION

People Like Us

- By Luna Gomberg 22
- **Financial Statements 27**

Introduction

By Vera Cordeiro Founder and Chairwoman of the Board of Directors vera@saudecrianca.org.br

For almost three decades, our institution has faced several challenges and had many opportunities. In a very organic and consistent way, we have gone through these development cycles. And will continue to do so.

In the last three years, board members, officers, employees and volunteers have realized that the name Associação Saúde Criança no longer reflected the growth and mission of our organization, which work on four main foundations: direct assistance to socially vulnerable families, influence on public policies, production and promotion of knowledge and social mobilization.

Our social technology is the Plano de Ação Familiar (FAP – Family Action Plan), which focuses on families and on five areas: health, education, housing, income and citizenship. Poverty is multidimensional and the multidisciplinary work of our organization is essential to promote inclusion and to reduce the huge social inequality that exists in Brazil.

In 2019, we came to our new name: Instituto Dara – Saúde e Desenvolvimento Humano (Dara Institute – Health and Human Development). Dara means guiding star in Cambodian Khmer Sanskrit. We understand that the families we assist – with their heroic attitudes in the face of their social vulnerability and often, their children's illnesses – become guiding stars in our lives. Just as we likewise seek, by listening to them, to enlighten their paths.

In our 29 years of work, we have directly assisted more than 75,000 people. Social entrepreneurs have learned from us the DNA of the Family Action Plan and have taken it to three other continents and helped thousands of people.



Direct

Influence on public policies

Dissemination of knowledge

Social mobilization



Family Action Plan



In this report, you will find texts by those in the front line of our work. They explain the achievements of 2019 from a human and personal perspective.

We have opened the doors of our organization to other institutions such as public schools, Social Assistance Reference Centers (CRAS – Centros de Referência de Assistência Social), Hemorio (Blood Center of Rio de Janeiro), Lagoa Hospital and Maria Amélia Buarque de Holanda Maternity.

We work with cross-sector partnerships aiming at expanding the systemic impact of our work. In 2019, we continued our partnership with the University of Maryland, in Baltimore (USA), and moved forward with our partnerships with PUC-Rio (Pontifical Catholic University of Rio de Janeiro) and UFRJ (Federal University of Rio de Janeiro). We have also advances our conversations with the Frente Parlamentar para a Primeira Infância (Parliamentary Front for Early Childhood) and implemented a consultancy for the United Nations Development Programme (UNDP) on public policies for social assistance. At Harvard University, we discussed our expansion strategy with business students. We co-founded the Catalyst 2030 global movement in partnership with organizations around the world aiming at moving forward with the agenda for the Sustainable Development Goals.

There were also internal changes in the organization in 2019. In March of that year, Mirella Domenich took over the position of Executive Director, continuing to implement an organizational culture focused on efficiency, collaboration and cross-sector partnerships. There was a change in the technical staff and the onboarding of new employees.

I note that we are increasingly stronger and more structured to fight poverty. All of this was possible because we have a committed team, with more than 130 volunteers who dedicate time and knowledge to our cause.

Our deepest appreciation to all our sponsors, friends of Dara Institute, partner institutions and supporters.

For the 8th consecutive year, the Swiss publication NGO Advisor ranked us the best NGO in Latin America and the 21st in the world, based on transparency, work efficiency, governance, expansion, and so forth.

The actions carried out in 2019 have also strengthened us to face the challenges the Covid-19 pandemic brought us in 2020, which led us to reinvent our work. It went from being in person to being remote, without losing the integrity of our actions.

Amartya Sen, awarded Nobel Prize in Economic Sciences in 1998, says that the best way to end poverty is to end what causes poverty - the real needs that inflict human life.

Throughout our long path, our institution has done exactly what the famous economist has advocated for many years.

There is a solution to poverty. And we know how to work that.



Watch the interview Dr. Vera Cordeiro gave to Café Filosófico, on TV Cultura



Read the magazine Todos



Click here to see the lecture Dr. Vera Cordeiro gave at Casa Firjan



#AgoraÉDara (#WeAreDaraNow)

Dara Institute (former Saúde Criança) is a civil society organization that works to promote health and human development by implementing and fostering an integrated approach to fight poverty. A world pioneer in cross–sector work with social determinants of health, it was founded by Dr. Vera Cordeiro, a psychosomatic M.D., in Rio de Janeiro, Brazil, in 1991.

The purpose of our work is to advance the 2030 Agenda, contributing to the achievement of the Sustainable Development Goals.



Values

Social Justice Independence Integrity Empathy Transparency

"A healthy and sustainable world where everyone has the same opportunities and rights, enabling people to be the leading players in their own development." This is our vision

Manifest

Dara is a name built over three decades and it is associated to the total transformation of thousands of families. The original mean of the word is "star" in Khmer, asian Sanskrit strengthened through centuries of memories and challenges. Under our present analysis, it is the light of a guiding star that brightens the acquired knowledge and safeguards a pioneering spirit determined to take a multidimensional approach.

The guiding star of Dara co-creates solutions and shares paths. It is a bidirectional way: on one side, the intense work of volunteers, employees, and contributors; on the other, the power of families that foster the movement.

Dara is warmth, bond, and affection. They are mothers, fathers, daughters, and sons. It is the Family Action Plan, a powerful tool for social inclusion of the poorest. It is the joint effort for creating self-suficiency to promote citizenship. The five colours of its symbol translate the full concept of the programs related to health, habitation, entrepreneurship, citizenship, and education. They also reflect expansion of ideas, desire for innovation, and openess to embrace new connections.

The courage to change derives from the certainty that there are still constellations that can enlighten new paths of social transformation. Disseminate knowledge, multiply experiences, and convey good practices are part of our new moment. Saúde Criança is now Dara Institute.

Dara is light and knowledge. Dara is Maria, João, Ana. Dara is Vera, Yunus, Drayton. Dara is action, transformation and impact. Dara is health and human development.

#AGORAÉDARA #WeAreDaraNow

Our impact in numbers



organizations

inspired on Dara's work



thousand people directly assisted



Public policy in Belo Horizonte, state

of Minas Gerais, Brazil

Nolunteers throughout our history



Lectures in 16 countries

about our work published in several

books about social entrepreneurship

Community organizations, networks and collectives created

from the experience of the assisted families



Social entrepreneurs were inspired by the work of Instituto Dara and have taken the DNA of our social technology to 4 continents, helping thousands of people whose lives were completely changed

The long term impact of our work proven by results achieved by Georgetown University



86%

drop in children's hospital readmissions three years after they have been part of FAP



Increase in family income from the beginning of their FAP to three to five years after their completion



Of participants have stated they own their homes three to five years after completing their FAP



The rate of employed adults jumped from 54% in the beginning of their programs, to 70% up to five years after participating in the program

The Table Metaphor

By Mirella Domenich *Executive Director of Dara Institute* mirella@saudecrianca.org.br

You must be wondering what a table has to do with Dara Institute. This was the exact same question that came to my mind when I listened to Carla Cipriano, 39, mother of João Pedro, 8, and Isabele, 20, talking about her life.



When I started working at the institute in March 2019, we were visited by a Swedish businessman. He is an economist and linked every piece of information we told him about the progress of the families we assist to investments in the financial market and to savings to public funds.

Carla was there that day and we invited her to speak to him. He asked her about the impact Dara

had on her life. She pointed to the table and said: this table. She tapped the table twice and repeated: this table.

I saw that black woman with a welcoming smile, all dressed up and empowered, with her imposing black power hair -symbol of resistance and fight- saying: "This table makes all the difference. Before I joined Dara, I couldn't talk to others as an equal like I do now."

At that moment, with that table metaphor, she summed up the mission of Dara in an assertive way. That is precisely the goal of our work: to take families away from a situation of poverty to one of dignity, strengthening the entire family so they play a major role in their own lives.

Carla arrived at Dara in July 2016, referred to by Lagoa Hospital, one of our partners. At the time, her son, João Pedro, had been diagnosed with anorectal anomaly and problems with the digestive system. The hospital team identified that the disease was made worse by the family's





poverty condition. They could not afford treatment nor did they have knowledge to treat their child.

When Carla joined Dara, we started to outline her Family Action Plan. In addition to gaining knowledge on how to navigate the Sistema Único de Saúde (Brazil's publicly funded health care system) and receiving nutritional guidance, Carla benefited from attending the Hairdresser course. She started to generate income by working at home, making the hair of friends, relatives and neighbors. Today, she already has a parlor set up attached to her house, which was renovated with the support of Dara. The place, in Morro da Formiga, northern region of the city of Rio de Janeiro, had a lot of infiltration, no roof and was in risk of collapsing, according to the Civil Defense Department.

Carla's family concluded their program in December 2019, as they met the goals set in all of our areas of activity: health, income, education, citizenship and housing. João's health has been stabilized. Isabele became a professional in the Gastronomy area. Her husband works as an assistant electrician and contributes to the family income of BRL 2,700. Today, with more knowledge, income and independence, Carla and her family play the main role of their own progress.

As with Carla's family, Dara Institute wants to increase the metaphors of life. We will go from assisting 250 families per month at our headquarters in the Botafogo neighborhood in 2019, to 310 in 2020. We are also structuring a health and inclusion knowledge hub with a physical and a virtual space to share information and create innovation in the area of human development. We also work to transfer our cross-sector know-how to various levels of government and expand our systemic impact.

We do all of this because we believe that everyone has the right to choose their table. We always learn from popular wisdom.



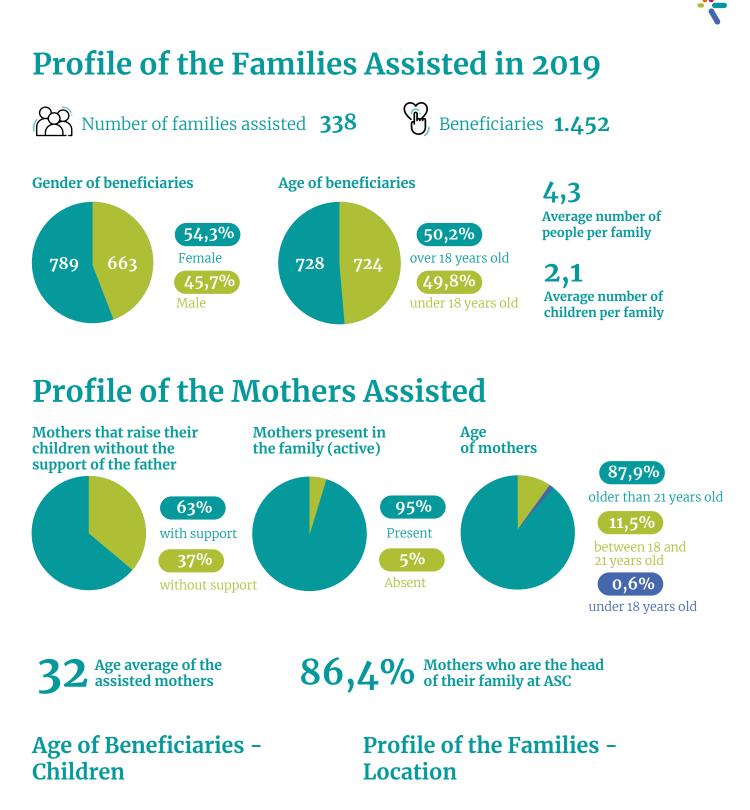
Watch a GloboNews (Brazilian TV channel) piece with an interview of Mirella Domenich, Executive Director of Saúde Criança

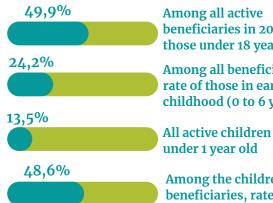


Carla Cipriano and João Pedro at the conclusion of Family Action Plan

DIRECT ASSISTANCE

Mother assisted by Dara Institute hands the booklet of FAP on attendance day

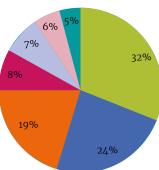




beneficiaries in 2019, rate of those under 18 years old

Among all beneficiaries, rate of those in early childhood (0 to 6 years old)

Among the children beneficiaries, rate of those in early childhood



- 108 Baixada Fluminense
- 81 **Northern Region**
- 63 Western Region
- 22 Greater Rio de Janeiro
- 19 Downtown
- 17 **Southern Region**
- 28 Others

A Plan that Changes Lives

By Cristina Pereira Head of Assistance cristina@saudecrianca.org.br

I chose to be a social worker because I believe in a humanizing way to view families and that, given the opportunities, they are capable of change. At Dara Institute, the most advanced public policies in the area of social assistance are materialized by the Plano de Ação Familiar (FAP – Family Action Plan), an innovative and proprietary social technology consisting in the participatory creation of goals and integrated actions in the areas of health, housing, income, citizenship and education, aiming at the independence of socially vulnerable families and their development.

Our team that works directly with the families is made of several specialties, such as doctors, nutritionists, pedagogues, psychologists, architects, lawyers, social workers and volunteers. FAP goes far beyond assistance, the provision of milk and medicine. It is capable of engaging families, building collective bridges and creating strategies to improve their living conditions. For instance, the goals of the families are reviewed once a month and their progress assessed periodically, based on the indicators we have built over the years.

I clearly see that FAP has the capacity to awake and enable people to critically read the reality and the context of their lives. They discover, for example, that they can claim their rights, access policies related to several areas and that information can bring changes. They feel more empowered to pursue their goals, coming to play the main role in their lives. It works to strengthen bonds, rescue citizenship, strengthen ties and create networks in communities. It's revolutionary.

The story of Angel, told by herself below, shows a clear picture of the Family Action Plan (FAP) and its cross-sector assistance. I really believe that this social technology can, indeed, significantly contribute to decreasing poverty in Brazil. A lot of people ask me what the major difference of FAP is: for me, it's the integration of our work in several areas. This is the only way possible to fight poverty and promote social inclusion.



Contributions to the Families

6.149 Whole or skim milk (cans)

6.810 Transitional milk (cans)

2.936 Special milks (cans)

> 2.448 Supplements

> > **3.137** Diapers

18.714 Medicines

2.334 Food voucher card (BRL 80.00 each)

125 Food voucher card (BRL 40.00 each)

> **82** Water filters

2.532 Commuter benefits for the monthly visit at ASC

2.367 Commuter benefits for medical appointments, hospital stays, chemotherapy sessions, and exams

165

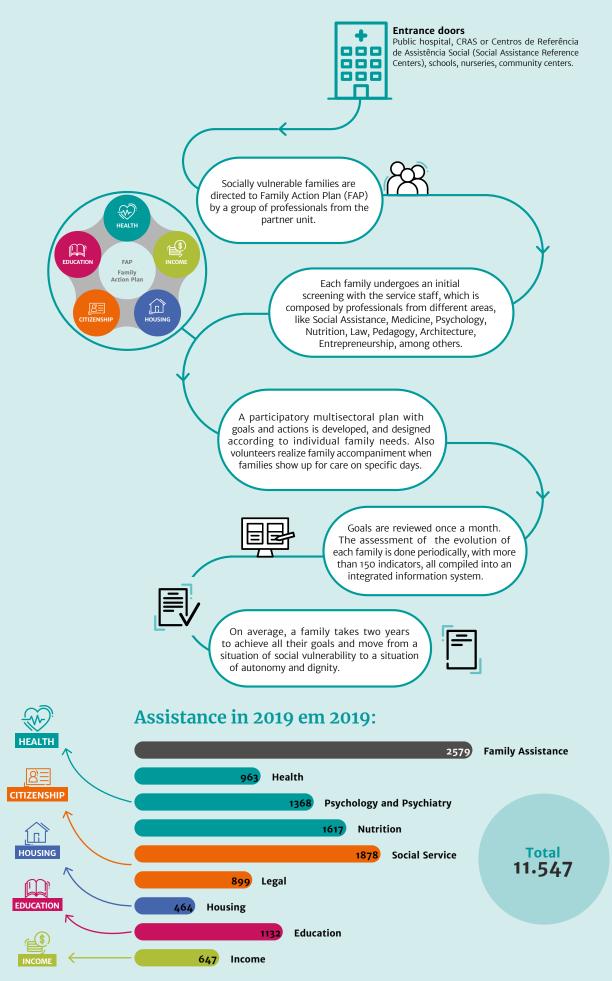
Commuter benefits to take part in the Adolescente Aconchego Program

1.278 Commuter benefits to take part in internal courses

> **502** Work instruments



Step by step - Family Action Plan



Home Sweet Home

By Angel Silva* mother assisted by Dara Institute

I joined Dara Institute in June 2018. My youngest son, Enzo, 4, presented strong malnutrition and was treated at Lagoa Hospital, where I heard about the work of Dara. During my first meetings with the team, they helped me to outline the actions and goals of my Family Action Plan. This was very important to help me plan my next steps and look at my family as a whole, not just Enzo's disease.

The Citizenship Department of Dara instructed me about documentation and my rights. Enzo and my other two children, Raquel, 11, and Davi, 7, started to receive educational guidance.

With the help of doctors and nutritionists, Enzo gradually recovered. I learned how to cook healthier for him and for the whole family. I took in new habits and a healthy food routine at home.

There was no point in taking care of his health but not of our home. We lived in very poor conditions after a flood hit us in early 2019. As it happened to other families in Santa Cruz, the neighborhood I live, in the western region of the city of Rio de Janeiro, I lost a lot of the furniture and things I had. The Housing Department of Dara helped me renovate





Click here to learn more about Angel's story



my house, both with the blueprint and the cost of it. I was in charge of hiring the bricklayer and budgeting the necessary material in stores close to my home.

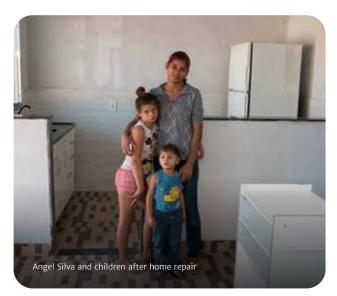
Today, I see my home as a real home, a safe haven for my family. When the renovation was done, I enrolled in the cooking course of the Geração de Renda (Income Generation) Program of Dara. I could dream again. I want to open a pastry shop and have already thought of a name for it: Angel Doces.

And I even had a personal dream come true: in October, I represented Dara Institute at Caldeirão do Huck, a TV show aired on Rede Globo (Brazilian TV channel), where I received donations for other families assisted.

*Testimony given to Victor de Oliveira, Head of Communications of Dara Institute.











More about the assistance we provide

In 2019, Dara Institute offered the following assistance programs:

Attendance ACONCHEGO FAMÍLIA (COMFORT FAMILY) PROGRAM 1,718 The meetings of this program took place three times a week, right when the families arrived for assistance at our headquarters and were always led by social workers and volunteers. It is a time for reflection, sharing of experiences and Meetings debates on current issues and on challenges the families face. 130 ACONCHEGO ADOLESCENTES Attendance (COMFORT TEENAGERS) PROGRAM This program targets young people between 167 12 and 17 years old and aims at helping them to awaken a sense of responsibility for their future, assist in well-informed decisions, think over interpersonal relationships and work on relevant issues to shape their notion of citizenship. These Meetings young people, who are members of families 28 assisted by Dara, met every fortnight at our headquarters to participate in activities. MÃES E PRIMEIRA INFÂNCIA (MOTHERS Attendance AND EARLY CHILDHOOD) PROGRAM This program focuses on pregnant women 560 and mothers of children up to five years old. It aims at strengthening these women and the bond between mother and infant, which is essential for the growth, development and health of their children. This program is carried out through specialized care Meetings from our Health Department (doctors, nutritionists and psychologists) and through the sharing of 32 relevant knowledge on the subject. Attendance **JOVENS MULHERES** (YOUNG WOMEN) PROGRAM 241 This program works on health and education issues for young women, aged 12 to 21, and outlines an individual development plan for each one of the participants. The main topics covered during

Meetings

18

2019 were family and financial planning, back

to school, teen pregnancy prevention, personal

care, work opportunities and technology.

Dr. Vera Cordeiro during lecture at Pacto Nacional pela Primeira Infância, in São Paulo, hosted by National Justice Council

DISSEMINATION OF KNOWLEDGE AND INFLUENCE ON PUBLIC POLICIES

Expansion of Systemic Impact

By Adriane Menna Barreto

Development Director of Dara Institute adriane@saudecrianca.org.br

Since its early years, Dara Institute carries the concept of expansion as one of its main foundations for systemic impact. In February 2019, we had the opportunity to share this story at Harvard Business School in Boston. At that time, we were invited to participate in the opening class based on a case built over 2 years of interviews with our team and families served. Today this case is part of the University collection and raises discussions and reflections in the academic world. In May, we took part in a course on Leadership in Expansion, also held at Harvard.

Our work was portrayed in some publications in Brazil and abroad. Through lectures, forums, and events, Dr. Vera Cordeiro, Founder and President of Board of Management of Dara Institute, could multiply the significance of an integrated intersectoral view to reduce poverty in different areas of Brazil and the world. One of the highlights was her participation in the seminar Pacto Nacional pela Primeira Infância (National Pact for Early Childhood), in São Paulo, hosted by the Brazilian National Justice Council. Our goal to influence public policies made relevant progress. In May, a group of members of the Frente Parlamentar da Primeira Infância (Parliamentary Front of Early Childhood) visited our headquarters to learn more about our work. At the end of the year, as a representative of Dara Institute, I was hired as a consultant for a project with the United Nations Development Program (UNDP), in partnership with the Ministry of Citizenship (Ministério da Cidadania)







Learn more about the book "The Healthcare Gamechangers", by the doctor Ashwin Naik



Learn more about the book "A decisão de que o mundo precisa", by Celso Greco

Cindy Lessa, Adriane Menna Barreto, Julie Battilana, Vera Cordeiro and Brian Trelstad at Harvard Business School and the National Secretariat for Social Assistance (Secretaria Nacional de Assistência Social). Our goal is to offer on the states, Federal District and municipalities guidance to the Serviço de Proteção e Atendimento Integral à Família or PAIF(Service for Protection and Full Family Care), based on knowledge and experiences implemented in Brazil, such as that of the social technology Family Action Plan (Plano de Ação Familiar), developed by Dara, in 1991.

Partnering with University of Maryland, we went further in implementing the project for transfering and applying the Family Action Plan (FAP) for vulnerable communities of West Baltimore, USA. The project also aimed to exam the adaptability of FAP to a different cultural context and to measure the impact of the program on human development and fight against social isolation.

In Brazil, we continue to exchange experience with licensed organizations about the use of Family Action Plan: Instituto C, in São Paulo; Saúde Criança Porto Alegre, in Rio Grande do Sul; Saúde Criança Ilha, in Rio de Janeiro; Saúde Criança Petrópolis, in the mountain region of state of Rio de Janeiro; and Saúde Criança Responder, also in Rio de Janeiro. In 2019, we co-founded Catalyst 2030, a movement of social entrepeneurs to advance collectively sustainable development goals.

During our direct assistance to the families, we realized the we could possibly expand the number of people/families served. By the end of 2019, we had 338 families under assistance, a total of 1,452 people. It is also worth highlighting the qualitative survey conducted with 30 families that had ended FAP to understand their advances. It was exciting to notice the qualitative gain and the growing family development we had achieved.

The survey will be published in 2020, strengthening the dissemination of knowledge of Dara Institute. There are several challenges ahead in the area of expansion. The answers will be produced over the next few years by a motivated team of employees, volunteers, families served, and partners. Let's move forward!



Read here the article "Creative Communities Are Addressing Social Isolation", written by Maryjoan Ladden.

Dr. Vera Cordeiro during lecture at Casa Firjan (RJ), with Armínio Fraga, Miguel Lago and Rubem César Fernandes



Presence in social networks



+70,000 followers

106 posts

13,919 Total interactions

131 Average interactions per story



11,900 followers

177 *posts*

13,528 Total interactions

76 Average interactions per post

223 Stories

149 Average interactions per story

33,239 Total interactions INSTAGRAM

54 Posts

1,538 Total interactions

28 Average interactions per post



336 subscribers

10 videos YOUTUBE

SOCIAL MOBILIZATION

Parents assisted by Dara Institute take part in the Aconchego Família program

-

People Like Us

By Luna Gomberg Volunteer at Dara Institute voluntariado@saudecrianca.org.br



Being asked about volunteering always makes me think about the great Betinho (a Brazilian sociologist and Human Rights activist). He used to make an analogy of volunteering with a hummingbird, which would carry a small drop of water in its beak to put out the fire in a forest. And I feel that, somehow, I contribute to that.

I believe volunteering is an opportunity to be familiar with realities different from mine and to help people in completely adverse conditions to overcome their obstacles. Commitment to several causes can turn ashes into fertilizers.

I see my 15 years as a volunteer at Dara Institute as a kind of practical master's degree in humanity. I learn about resilience and faith every day from the wisdom of the great professors: the families assist.

In 2019, my work as a volunteer enabled me to live remarkable moments.

I closely followed the participation of people in the Income Generation



Program and it is very fulfilling to witness the increase in self-esteem and pride of those who have overcome barriers to start working at their professions. The mothers who became radiology technicians, hairdressers, manicurists, the ones who work with culinary. That contagious vibe of "I made it!"

I witnessed a mother called Rita concluding her program! Her son, Juliano, has severe autism. When she arrived at Dara, her self-esteem was very low but now, she has left the institution with confidence in the future. All this also thanks to the support of other mothers.

I heard the story of a mother who had been abused since her childhood and had never talked to anyone about it. But she relied on the strength of our conversation groups to bare her soul.

I welcomed a father who had just lost his son in the fire at the Flamengo Training Ground (in February 2019, a fire broke out at a training center of Brazilian football club Flamengo, leaving 10 dead). In the past, through our conversation groups, we witnessed his anxiety waiting for the results to see if his son would be approved as a player there. We celebrated with him when his boy was hired. We saw his pride and commitment. We could embrace this father in his pain and hear him thanking our support, knowing that what kept him going was his other son, assisted by Dara.

I noticed the change in behavior of some fathers towards their children, after several lectures on education.

I saw many small victories and the outburst of great sadness, like a father who asked for the floor to say: "Here we are treated like human beings!"



to watch the graduation video of the Income Generation Program





Support Us

You can get involved with Dara in several ways. In 2019, we had the support of 100 friends, who contributed to 13% of our budget and 140 volunteers who dedicated their time to us. Companies and foundations also contributed to our work.

(s) Our bank accounts:

Brazil

Itaú

Bradesco

Branch: **1444** CA: **26259-5** Banco do Brasil Branch: 3519

CA: **29.905-7**

CNPJ: 40.358.848/0001-01

Corporate Name: Associação Saúde Criança Renascer

U.S.A

Citibank

Branch: **0532**

CA: 18096-5

Account Number **1403 4076** Branch: **18096-5** ABA# **021000089**

Routing **# 021000089 (domestic)** SWIFT Code: **CITIUS33 (international)** Corporate name: Brazil Child Health Inc

Become a sponsor

Become our partner!

The work of a civil society organization depends on financial resources. It is no different at Dara Institute! Financial investments are necessary to contribute to our work in fighting poverty.

Dara Institute can welcome sponsors with direct investment or via incentive laws (federal, state and /or municipal).

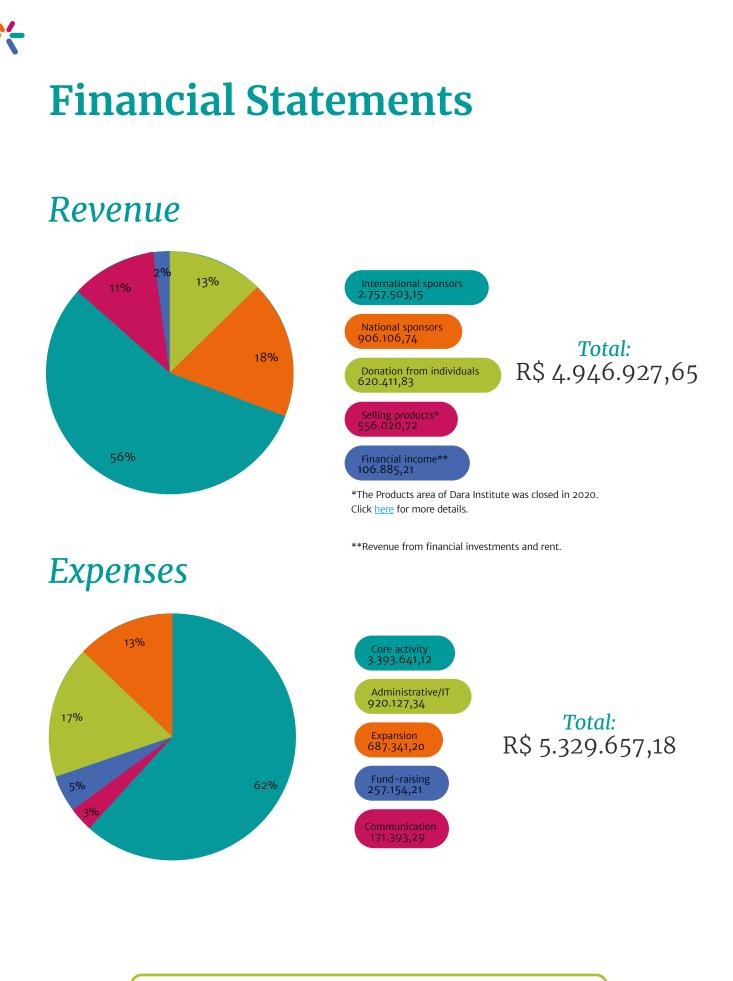
Dara Institute has a fundraising office in New York with 501 (c)(3) status and therefore donors may deduct contributions through Brazil Child Health, Inc, as provided in section 70 of the code.



Sponsors and partners

Diamond Sponsors





All financial information is audited by third party. Click here for Audit 2019.

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that ever has.

Margaret Mead



The work of Dara Institute is only possible through the dedication of more than 140 volunteers and 32 team members.

About Texts Vera Cordeiro | Mirella Domenich | Adriane Menna Barreto | Cristina Pereira | Angel Silva | Luna Gomberg Editing and organization Victor de Oliveira Communication interns Layane Coelho | Marcos Gomes Lopes Photos Eurivaldo Bezerra | Andrea Edelman | Bianca Oigman | Dara archive Graphic design and layout Refinaria Design Translation Vanessa Ikemori | Luiza Anastacio





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