




EXECUTIVE SUMMARY

This report presents results of the evaluation of the partnership between Centro de Apoio e Pastoral do Migrante (CAMI – Migrant Support Centre) and Instituto C&A from 2013 to 2016. CAMI is a Brazilian non-governmental organization (NGO) that upholds and promotes the rights of migrant populations, and is based in the city of São Paulo. The organization provides immigrants with proper documentation, legal and social assistance. CAMI also offers several Portuguese language courses and professional training. It promotes chat groups (Rodas de Conversas) for women’s empowerment and visits to sewing shops to identify forced labour situations and to help shop owners improve their management in order to comply with labour laws and occupational safety. In addition, it promotes political influence and advocacy for immigrant’s rights.

The methodology used for the analysis was based on the assumptions of the emancipatory evaluation. Therefore, this report reviews the relevance, efficiency, effectiveness, impact and sustainability of the projects, and outlines the main lessons learned. Five sources were used to interconnect the methods: documents, individual interviews with CAMI managers and external stakeholders, focus groups with beneficiaries, in-depth interviews with beneficiaries, visits to sewing shops and participation in team meetings and activities developed by CAMI.

Data was collected in May and June 2017. Priority was given to the analysis of three axes of CAMI’s activities: (i) migrant support and empowerment actions, highlighting five life stories of immigrants participating in CAMI projects, and an analysis of the senses and meanings of participating in CAMI’s activities from the perspective of immigrants; (ii) political influence and advocacy; (iii) sustainability analysis of CAMI’s organization. A scale was created to evaluate the development of projects, their outcomes and impacts.

The scale was based on three metrics:  (good) when the evaluation team understood that the outcomes satisfactorily met the objectives of the partnership;  (fair) when the evaluation team found evidence of positive outcomes, yet not good enough for the partnership’s objectives; and  (insufficient) when the evaluation team did not find evidence of positive outcomes concerning the partnership’s objectives. The following outcomes were found:

Relevance – Good. CAMI has a very important role in addressing a current issue that is highly relevant for the Brazilian context and for the objectives of Instituto C&A. CAMI’s greatest relevance is the empowerment of immigrants. Actions developed are instrumental in countering discrimination and in upholding rights, whether in social and professional relations or related to the demands for public policy. In the Brazilian context, CAMI is relevant to the extent it influences – either individually or together with other organizations – the formulation and implementation of public policy for all immigrants. Directly related to the interests of Instituto C&A, CAMI fulfils its strategic objectives, namely the prevention of forced labour, through the dissemination of information and various actions aimed at the empowerment of immigrants, and support to the Ministry of Labour in the rescue of workers through assistance to the victims.

Efficiency – Fair. The project design contributed greatly to the achievement of proposed outcomes, and projects were considered very adequate and effective. There were constraints derived from lack of alignment between the objectives and actions developed throughout the partnership.

Effectiveness – Good. CAMI’s assistance was able to respond adequately to the immigrants’ most frequent needs. CAMI is perceived as an organization with great power to exert political influence and advocacy, although not always in the most strategic way. Another point raised by evaluators is external communication, which was identified as a weakness in CAMI’s structure.

Impact – Good. Projects developed have made a significant impact on the reality of immigrants, either by the direct action of the assistance provided or by the political influence. We highlight five impacts considered the most relevant by beneficiaries, managers and partners of the project: access to rights related to the status of immigrants and citizens; empowerment of immigrant women; strengthening of the network of immigrants; development of labour skills and improvement in income generation; countering forced labour.

In terms of political influence and advocacy, CAMI actively contributes to the development, public discussion and approval of the Municipal Policy for Migrants in São Paulo, and to the production of data, public debates and mobilization for the approval of the State Law Against Forced Labour.

Sustainability – Insufficient. As far as sustainability of outcomes is concerned, the development and/or improvement of government laws, policies and programmes for immigrants tend to guarantee the sustainability of vested rights. Regarding CAMI, the evaluation identified the financial sustainability of the organization as its greatest risk. In 2016, the support provided by Instituto C&A accounted for nearly two thirds of CAMI's budget.

Some internal factors have been interfering in the efficiency and effectiveness of CAMI's projects such as: lack of organizational strategic planning and of a people management plan; and external factors such as: urban violence, economic crisis, sexist culture, courses/workshops dropout and documentation problems.

The implementation of projects has been teaching several lessons for the development of interventions with immigrants: the importance of an ethical and solidary commitment to the participating individuals on the part of the organization and its partners; use of participatory pedagogy and methodology; immigrant-to-immigrant approach; offer of legal support services; social mobilization and organization of individuals; and participation of the organization in the network that offers full protection to immigrants.

Discontinuity in the implementation of the objectives related to the assistance to immigrant children, possibilities for qualified enhancement of the services and failure to develop a monitoring and evaluation system were considered missed opportunities, although they may be part of the next action programmes.

The evaluation team made eight recommendations: (i) Institutional strengthening through improvement in strategic planning; adoption and/or development of a monitoring and evaluation system; creation of more permanent capacity-building mechanisms; and adoption of a financial sustainability policy. (ii) Methodological improvement with the inclusion of psychosocial support in the chat groups. (iii) Resumption and expansion of activities with immigrants that directly concern children, with support to the care of children during activities in which mothers want to participate; resumption of work at schools and development of child labour prevention and eradication actions. (iv) Inclusion of work on gender issues with men. (v) Strengthening the prevention of forced labour. (vi) Improving communication strategies.

As for Instituto C&A, we recommend: (vii) investing in the institutional strengthening of CAMI, in the resumption of work with immigrant children, and in the development of discussions on gender issues with the male immigrant population as a way to support the empowerment of immigrant women. (viii) We suggest a structural analysis based on the Theory of Change, consistent with the principles and guidelines of multinationalism and multiculturalism and with the institutional mission of CAMI.

SUMMARY OF THE EVALUATIVE FRAMEWORK

ASSESSED ASPECTS	RESULTS
• Relevance of the CAMI of the partnership to the combat of forced labor in the fashion industry.	↑
• Adequacy of project design for achieving results.	↔
• Adequacy of services offered to the needs of immigrants.	↑
• Effectiveness of advocacy strategies.	↑
• Efficacy of the network.	↑
• Development of bases for sustainability.	↓

