

# External Evaluation Report of the 10-year Partnership between Instituto C&A and Missão Paz

## Executive summary

The external evaluation of the partnership between Instituto C&A and Missão Paz was focused on the analysis of its relevance, efficiency, effectiveness, impact and sustainability, as well as in the identification of strategic lessons learned to help improve the work being done and inform Instituto C&A, C&A Foundation and Missão Paz’s future initiatives. The evaluation team reviewed over 60 documents and interviewed representatives from partner organizations, migration specialists, leaders and other key players in the field, and immigrants supported by Missão Paz. Overall, 46 people were interviewed between June 2nd and June 28th of 2017.

The ongoing partnership that began in 2006 aims at reducing victims of exploitative working conditions in the Brazilian textile value chain and to improve living conditions for immigrants supported by Missão de Paz. The three main results expected for this partnership are: 1. Missão Paz becoming strengthened and mobilized to act effectively and in a sustainable way to fulfill its goal; 2. Supported immigrants are legalized, empowered, helped when they are victims of exploitation or violence and feel valued in their culture; and 3. Society is informed, relevant knowledge is produced and effective advocacy work is carried out to qualify legislation and immigration policies.

The evaluators considered the partnership’s overall performance **Very Good** in sight of the many positive results produced (Figure 1). The partnership was highly relevant and produced very important impact. It was implemented efficiently and it was effective in producing the expected results. The sustainability of the positive results produced as well as of Missão de Paz as an organization was considered good, but with room for improvement.

**Figure 1.** Overall performance of the partnership based on the five evaluation criteria.



A summary of the main evaluative conclusions will be presented next, as well as the main lessons and recommendations inferred from this evaluation.

**Relevance:** The partnership's relevance was considered **Excellent**. The problems addressed by the partnership were and still are important to the Brazilian context and to the partner organizations. The exploitation of immigrant labor in the textile value chain persists, the existing public policies remain inadequate, the immigrants' demand for assistance are still high and Missão Paz's role in providing support to those populations is crucial. Currently, the partner organizations' institutional goals and mission are aligned closely with the purpose of the partnership.

**Efficiency:** The level of efficiency of the partnership was considered **Very Good**. The design of the interventions proved to be comprehensive and flexible (very adequate). The resources allocated were considered adequate. However, they could have been more efficient regarding the timeline and the quality of the implementation of a few activities. The monitoring and evaluation activities had several limitations. Lastly, the governing structure and relationships of the partnership were considered very adequate.

**Efficacy:** The partnership had a **Very Good** performance in attaining its expected results. It has contributed, and still does, to strengthening Missão Paz, improving the quality of services for immigrants, and producing and disseminating knowledge that has had a positive influence in legislation and public policies focusing on immigration. Some improvements could have been made regarding individual and collective empowerment for immigrants, as well as in disseminating the cause to the general population.

**Impact:** The impacts produced by the partnership were considered **Excellent**. Missão Paz is stronger as an organization, improved its facilities and infrastructure, and hired a specialized team that enabled great recognition from partners, specialists, the media and the immigrants. Since 2006, 67 thousand immigrants were legalized in the country with Missão Paz's help. The welcoming services and the help provided for the most vulnerable people were expanded and qualified. Missão Paz's advocacy and mobilization capacities were extremely effective in influencing programs and public policies at both municipal and federal levels that have positively impacted the lives of immigrants.

**Sustainability:** The level of sustainability of the partnership's positive results was considered **Good** moving toward **Very Good**. Missão Paz has a strong leadership, a capable team and public recognition in addition to having a significant part of the necessary resources to ensure its operations on a medium-term basis. Also, many of the partnership's actions impacted the creation and/or qualification of laws, programs and public policies, which, in theory, ensure better living conditions for immigrants. Though, aside from depending on 55% of the Congregation's resources to operate, there is no clear intent of expanding fundraising initiatives. In times of economic crisis, this fact could lead to difficulties for sustaining the organization and part of its activities.

#### **Main lessons:**

- The long-term partnership and the continuous interest of C&A shareholders and executives in supporting actions to prevent working conditions analogous to slavery in Brazil's textile value chain helped to sustainably strengthen Missão Paz.
- The collaborative, dynamic and mobilizing profile of Missão Paz's leadership was an important factor for its strengthening and recognition.
- Missão Paz's history of working with immigrants and new financial support obtained during the implementation of the partnership contributed to expand actions and strengthen Missão Paz.
- The continuous change in migratory flows challenged the structure and the profile of Missão Paz's team, but at the same time, it contributed to provide more visibility to the cause and to the organization.

- Instituto C&A's flexibility regarding the use of resources and Missão Paz's ability to adapt were very important for the partnership to be responsive to the changes in the context and to the opportunities that came up throughout the years.
- Providing integrated and comprehensive care for the immigrants is a decisive factor to ensure the quality of services.
- The design and implementation of a strategy that ensured Missão Paz's representation and effective participation in several groups and forums to discuss municipal and national public policies for immigrants greatly increased the organization's political incidence.
- The strong presence in the media of Missão Paz's work and the topic of immigration proved to be a very important instrument to press for the qualification of public policies and for mobilizing opinion makers.
- The biannual edition of Revista Travessia is an effective way to generate new content for the Centro de Estudos Migratórios and to keep academics and stakeholders in continuous contact with the organization and to the data generated there.

### **Key recommendations:**

Below are the seven most relevant suggestions made by the evaluation team, based on their reflections about the evaluation process and conclusions. It is indicated at the end of each recommendation (between parenthesis) the stakeholder(s) for whom they are relevant to. In the body of the report, the complementary and less urgent recommendations are also listed.

- Advocacy work should remain strategic, robust and planned. (Missão Paz)
- Missão Paz and Instituto C&A should increase their collaborative and collective actions with other organizations in the field. (Missão Paz and Instituto C&A)
- Increase and qualify communication and dissemination efforts to promote the cause of the immigrants to the general public. (Missão Paz)
- Development of new strategies for the political empowerment of immigrants to qualify and legitimize even more the work being successfully done by Missão Paz. (Missão Paz)
- Disseminate the lessons resulting from the partnership with Instituto C&A, C&A Foundation and Missão Paz's teams. (Missão Paz, Instituto C&A and C&A Foundation)
- Conduct a study to assess the possibility of implementing initiatives in the immigrants' country of origin, especially Bolivia, Paraguay and Peru, aiming at creating better conditions for the immigrants who decide to migrate to Brazil. (Instituto C&A and C&A Foundation)
- Give greater visibility to the partnership between Missão Paz and Instituto C&A, and formalize a collaboration agreement that makes explicit the independence Missão Paz has to address any potential case of immigrants working in precarious conditions that might involve C&A Modas. This will increase the transparency, independence and credibility of the work carried out under the partnership. (Instituto C&A and Missão Paz)