

# Global Programme Migration and Forced Displacement

Programme Framework 2022–25



Schweizerische Eidgenossenschaft  
Confédération suisse  
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Swiss Agency for Development  
and Cooperation SDC

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## Preface

In today's globalised world, migration shapes the social, economic and cultural realities of millions of people worldwide. Migration is one of the oldest and most effective strategies to escape poverty. It is also a key ingredient for boosting economic growth and increasing the wealth of nations.

Migrants – by bringing with them new ideas, unique know-how and specific skills, as well as a sense of entrepreneurship – often make a substantial socioeconomic and cultural contribution to their places of destination. Not surprisingly, some of the most innovative and successful entrepreneurs have a migration background. Prominent Swiss examples are Henri Nestlé, Julius Maggi, or Carl Heinrich Knorr. In fact, around one fifth of Switzerland's 50 largest companies were established by entrepreneurs of foreign origin. Numerous Swiss women with a migration background are active in the start-up scene and others such as Martina Hingis, Sibel Arslan and Melinda Nadj Abonji are key figures in Switzerland's cultural, social and political life. Migrants can also have a significant positive impact on their communities and countries of origin, most notably by sending remittances to their families back home. Official remittance flows to low- and middle-income countries equal three-and-a half times the amount of all official development assistance provided by the Global North to the Global South. Channelling remittances into investments in education, nutrition, health or the local private sector is indispensable for mobilising additional financial resources to realise the Sustainable Development Goals.

Migration also bears risks and challenges that may jeopardise the achievement of the 2030 Agenda. Unsafe, irregular migration and forced displacement entail considerable human costs. People on the move often find themselves exposed to exploitation, abuse and discrimination. In recent years, persecution, conflict, violence and natural disasters have led to a sharp increase in forced displacement and put significant pressure on host governments and communities. This is especially true for low- and middle-income countries, where the overwhelming majority of forcibly displaced persons have found refuge. Switzerland makes efforts to deal with the root causes as well as the consequences of forced displacement and irregular migration through the strategic link between international cooperation and migration policy.

Switzerland was one of the first countries to address the issue of migration and development. Thus, the Swiss Agency for Development and Cooperation established the Global Programme Migration and Development in 2011. The programme has piloted several innovative projects aiming to leverage migration for sustainable development, and has spearheaded several global initiatives on migration and development. The programme's initial focus was on labour migration, but in order to respond to evolving trends and needs, over time its fields of action were extended to other types of migration, such as long-term displacement and the creation of durable solutions for forcibly displaced persons. Within the framework of the SDC's reorganisation efforts in 2021, the programme was therefore renamed the Global Programme Migration and Forced Displacement (GPMFD).

Based on a comprehensive approach that encompasses all forms of human mobility, the GPMFD ensures a coherent engagement on migration within the SDC and together with its partners in the Federal Administration. It allows consistent implementation of the humanitarian-development-peace nexus in line with Switzerland's foreign migration policy. The present GPMFD Programme Framework 2022–25 represents the strategic orientation of the SDC's engagement on migration. It focuses on the following three components: (i) safe labour migration, (ii) inclusion and social cohesion for migrants and their host communities, and (iii) migrants' contribution to the sustainable development of their countries of origin.

I am convinced that the reconfigured GPMFD provides a meaningful and lasting contribution to unlocking the development potential of human mobility, while minimising the global challenges linked to migration.

**Patricia Danzi**  
Director General of the Swiss Agency for Development and Cooperation (SDC)

Bern, November 2021



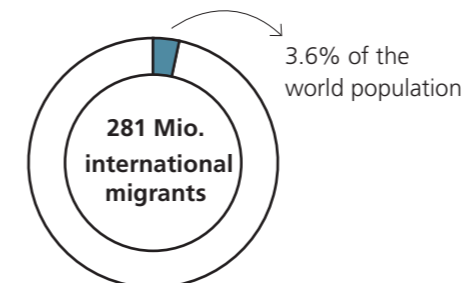


# 1. Context analysis

## 1.1 Global opportunities and challenges

People have always moved from one place to another, be it because they chose to do so in search of opportunities or because they were forced to flee insecurity, persecution or conflict. Migration in its different forms is a global phenomenon that bears considerable potential for furthering sustainable development, while at the same time engendering substantial risks and challenges that may jeopardise the achievement of the Sustainable Development Goals (SDGs).

In 2020, an estimated 281 million people were international migrants, equal to 3.6% of the world population. If we factor in the close family members of migrants, about 1 billion people are directly affected by international migration. Work is the major reason for people to migrate internationally.<sup>1</sup> Almost half of all international migrants have moved within the region from which they originate, highlighting the importance of intraregional migration. About 12% of international migrants have been forcibly displaced across national borders, amounting to 34 million people in 2020.



### Opportunities of migration for sustainable development

Migrants contribute to the economic, social and cultural development of both countries of destination (CoDs) and countries of origin (CoOs). From a CoD perspective, migrants bring labour supply, skills and ideas to their new places of residence. In the long-term, both high- and low-skilled migrant workers generate considerable gains in terms of increased income per capita and higher living standards in their CoD, and the resulting prosperity is broadly shared among different segments of the population.<sup>2</sup> While representing 3.5% of the world's population, migrants produced more than 9% of global GDP

in 2016.<sup>3</sup> At the same time, migrants further the development of their CoO, most clearly through the channel of remittance transfers. Remittances account for more than 5% of GDP in at least 60 low- and middle-income countries (LMICs) and are one of the most effective instruments to reduce poverty, increase education rates, and improve health outcomes.<sup>4</sup> In 2020, official cross-border remittance flows to LMICs amounted to USD 540 billion – three-and-a-half times the amount of all global official development assistance (ODA).<sup>5</sup> The World Bank therefore concludes: “Few economic policies do as much to achieve our goals of ending extreme poverty and sharing prosperity as those that ease labour mobility.”<sup>6</sup>

### What do we mean by migration?

Migration can be differentiated according to whether it takes place within or between countries (internal vs. international migration), the degree of coercion or voluntariness involved (spectrum from forced to voluntary migration), the purpose of migration (labour migration, migration due to the lack of prospects, flight from conflict, violence, natural disasters etc.), and whether it occurs within regular pathways or not (regular vs. irregular migration). Figure 1 illustrates the key dimensions of migration, emphasising the overlapping and non-linear nature of different categories, as migrants can “move” between these categories over time (e.g. from regular to irregular).

The SDC Global Programme Migration and Forced Displacement (GPMFD) follows a comprehensive definition of migration that includes all the above-mentioned aspects. In its area-based interventions, the GPMFD pursues an inclusive approach that targets international labour migrants, forcibly displaced persons, including asylum seekers, refugees, internally displaced persons (IDPs), as well as affected host communities.

<sup>1</sup> The International Labour Organisation (ILO) estimated the number of migrant workers at 169 million in 2019. ILO (2021): Global Estimates on International Migrant Workers. IMF (2016): Impact of Migration on Income Levels in Advanced Economies; IMF (2020): Migration to Advanced Economies Can Raise Growth.

<sup>3</sup> McKinsey Global Institute (2016): Global Migration's Impact and Opportunity.  
<sup>4</sup> Kathleen Newland (2013): What we know about Migration and Development, mpi Policy Brief No. 9; Catalina Amuedo-Dorantes (2014): The good and the bad in remittance flows, IZA World of Labour; ADB Institute (2017): International Remittances and Poverty Reduction: Evidence from Asian Developing Countries.  
<sup>5</sup> World Bank (2021): Resilience – COVID-19 Through a Migration Lens, Migration and Development Brief 34.  
<sup>6</sup> World Bank (2018): Moving for Prosperity – Global Migration and Labor Markets.

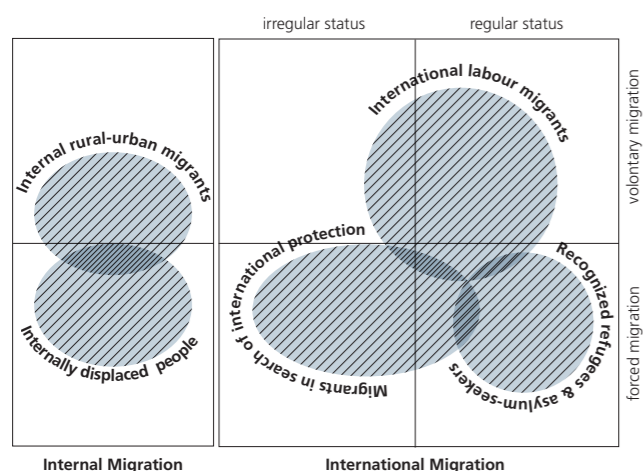


Figure 1: Key dimensions of migration (Source: GPMFD)

### Challenges of migration for sustainable development

Unsafe, irregular migration and forced displacement can prompt considerable political, social and humanitarian challenges. The number of forcibly displaced persons – both within their own country and across borders – has doubled over the last ten years and reached a new all-time high in 2020, with over 82 million displaced persons as a result of persecution, conflict, violence as well as climate change and natural disasters.<sup>7</sup> As the vast majority of forcibly displaced persons are hosted by LMICs, forced displacement puts an additional strain on countries and communities that are already left behind.<sup>8</sup> Failed integration policies can lead to discrimination, xenophobia and tensions between migrants and host communities, creating vicious cycles of exclusion and eroding social cohesion in CoDs. At the same time, migration can negatively affect communities in CoOs through brain drain or an over-dependence on remittances. Migrants’ family members have to live with the psychosocial costs of family separation and adjust to abruptly changed gender roles. Last but not least, migration entails significant human costs, with thousands of young women and men risking their lives on dangerous migration routes. Many migrants, including children, find themselves in exploitative employment situations, exposed to forced labour, human trafficking, sexual abuse, irregular detention, or kidnapping for ransom. Such abusive criminal practices, which are widespread along many of the world’s most important migration corridors, cause indescribable human suffering for the victims and their families left behind.

### Global policy context

In order to minimise the above-mentioned risks of migration and fully unlock the potential of migrants to contribute to sustainable development in their CoD and CoO, an effective migration governance at different levels is essential. With the

adoption of the 2030 Agenda in 2015, migration was for the first time acknowledged as a transformative force for sustainable development and is treated as a cross-cutting issue of relevance to the achievement of all SDGs.<sup>9</sup> The 2030 Agenda’s core principle to ‘leave no one behind’ is particularly relevant for migrants in vulnerable situations, including forcibly displaced persons, who face numerous vulnerabilities and disadvantages due to their migratory status. The importance of international cooperation on migration was further acknowledged through the first-ever intergovernmentally negotiated agreement on migration, the Global Compact for Safe, Orderly and Regular Migration (GCM). The GCM encompasses 10 guiding principles and 23 objectives for better managing migration at local, national, regional and global levels. Simultaneously, the Global Compact on Refugees (GCR) was issued, aimed at strengthening international cooperation to more effectively support host communities and enhance refugee self-reliance in forced displacement contexts.<sup>10</sup> Regarding internal migration, the UN Secretary-General established a High-Level Panel on Internal Displacement in 2019, with the objective to identify concrete recommendations on how to better prevent, respond and achieve solutions to the global internal displacement crisis.

## Gender and Migration

Women make up roughly half of all international migrants. More and more women migrate due to a lack of prospects in their home countries, including restrictive gender stereotypes, and for economic reasons. Female migrants, especially those from the Global South, face a “double disadvantage” on the labour market. They are often employed in precarious, low-paying positions in low-skilled jobs. Many female migrants are employed in the care economy, and the care work they perform is frequently not considered work under national legislation, which puts them outside existing protection frameworks. Women’s vulnerability resulting from precarious working conditions, temporary work contracts, low wages, and a lack of social protection is often compounded by gender discrimination or gender-based violence. Notwithstanding their vulnerability, female migrants remit – proportionately to their income – more money to their families than men, and these remittances have also proven more resilient in times of crisis than those of their male peers.<sup>11</sup> Male migrants also face specific risks. They are more likely to be driven into migration by social pressure, and they exhibit a more pronounced risk-taking behaviour in the choice of their migration routes.

### The future of migration

Looking into the future, different and sometimes contrary trends are likely to define the shape of migration movements. With regard to drivers in countries of destination, the growth of the gig economy and the increasing share of remote work imply a decrease in the demand for migrant labour, especially in medium- and high-skilled professions. On the other hand, falling fertility rates and an ageing global population in high-income countries, but increasingly also in middle-income countries such as China or Russia, will lead to declining labour forces, put pressure on existing pension and social security systems, and stimulate a significant growth of the care economy. As jobs in the care economy are location-specific, an increase in the demand for international migrants, and an associated “feminisation” of migration is foreseeable. Given women’s high propensity to remit, this may lead to a further surge in global remittances. Migrants will mostly be drawn to urban growth poles, both in the Global North and the Global South. Accordingly, both cross-regional and intra-regional migration movements are expected to grow. If immigration rates increase significantly in a short period of time, they are likely to trigger reactions from the native population. This could intensify anti-immigration sentiments, and the adoption of more restrictive migration policies by governments in CoDs.

With regard to drivers in countries of origin, demographic developments in the Global South, especially a rising youth bulge in sub-Saharan Africa, and the absence of sufficient education offers and jobs for these new labour market entrants, are important factors to consider. The jobs gap, coupled with a persistent lack of adequate public services, as well as restrictive social and gender norms in many countries in the Global South, will drive numerous young women and men to search for better prospects abroad. Furthermore, increasing pressure on limited resources, such as water and arable land, will push more and more people into migration. At the same time, the main factors of forced migration are likely to further intensify, both as a result of unresolved conflicts and associated protracted displacement situations, as well as due to rising temperatures, more frequent extreme weather events, and natural disasters.

A big unknown concerns the long-term effects of global pandemics on the future of international migration. In the short term, COVID-19 has led to an unprecedented reduction of global mobility. In the medium term, demand for migrant labour has picked up again, as gaps in labour markets need to be filled and no local replacements are available. In the long term, global pandemics could lead to more restrictive migration policies and a subdued demand for foreign workers due to a substitution of migrants with national workers. However, as past experience has shown, restricting regular migration is usually ineffective in stopping migration altogether. Instead, it is likely to push people into irregular pathways, accelerating risky and unsafe migration and increasing migrants’ vulnerability.

## 1.2 Swiss interests

As set out in the Foreign Policy Strategy 2020–23 and the Strategy on International Cooperation 2021–24, migration is a priority topic for Switzerland’s foreign policy. In line with the strategic link between international cooperation and migration policy, it is in Switzerland’s interest to address the root causes of forced displacement and irregular migration by preventing conflict, mitigating climate change, protecting displacement-affected communities in their region of origin and by creating sustainable prospects for people in the Global South.

Migration is an essential ingredient of economic development in and outside of Switzerland and stimulates innovation and entrepreneurship. Switzerland has strongly relied on labour migrants for its economic development in the past 150 years. As a small country with a highly globalised and specialised economy, Switzerland needs to source parts of its workforce abroad. Every fourth worker on Switzerland’s labour market is a foreign national. Switzerland also boasts an impressive diaspora, with around 750,000 Swiss nationals living abroad. Switzerland has thus an interest in an international system of migration governance that leverages the productive potential of regular migration and reduces the risks and costs associated with irregular, unsafe and forced migration, on its own territory and elsewhere.

In all its endeavours, the GPMFD will contribute to the protection and promotion of human rights as well as international humanitarian and refugee law, key tenets of Switzerland’s foreign policy. In line with the SDC’s Operational Concept on Protection 2021–24, the GPMFD is committed to preventing, mitigating and responding to the risks and consequences of violence, coercion, deliberate deprivation and abuse for vulnerable migrants and displacement-affected communities.

## 1.3 Swiss added value

Switzerland was one of the first countries to position itself internationally on the topic of migration and development (M&D). Since the launch of the Bern Initiative in 2001<sup>12</sup>, Switzerland has been a champion in shaping the global normative framework governing international migration. Thanks to its long-standing track record, Switzerland was mandated by the UN to co-facilitate the first intergovernmentally negotiated agreement on migration, the GCM, together with Mexico. The SDC was also among the first development agencies to implement dedicated programmes in the field of M&D. As a result, the SDC has more than 10 years of operational experience and is considered a global leader in the field of M&D.

7 According to UNHCR, there are roughly the same number of men and boys (52%) and women and girls (48%) displaced across borders. Children make up 41% of people displaced across borders. For more information see UNHCR (2021): Global Trends, Forced Displacement in 2020.

8 By the end of 2020, 86% of the world’s refugees were hosted by developing countries (UNHCR 2021).

9 The main reference to migration is made in target 10.7 “to facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies”.

10 Switzerland adopted the GCR in 2018 (A/RES/73/151), while the adoption of the GCM by the Swiss Government is still pending at the moment of writing.

11 Maelan Le Goff (2016): Feminization of migration and trends in remittances, IZA World of Labor 2016: 220.

12 The initiative was launched by the Federal Office for Migration (FOM) / today’s State Secretariat for Migration (SEM). Its goal was to establish a consultative process owned by states with a view to improving the management of migration at the regional and global levels through enhanced cooperation between states.

The GPMFD's **unique value proposition** in the field of M&D consists of six key elements:

1. an embeddedness in a **whole-of-government approach (WOGA)**, which integrates different perspectives on Switzerland's foreign policy on migration, promotes the humanitarian-development-peace nexus, and aims to achieve policy coherence in international migration cooperation;
2. a strong dedication to a **multi-stakeholder approach**, bringing together national governments, cities, the private sector and civil society in policy dialogues at the global, regional and national levels, and engaging with them in different project interventions;
3. an engagement from the local level up to the global level and the explicit linking of operational and policy dialogue activities ("**elevator approach**" – see chapter 4.1);

4. an engagement along migration routes and the application of a '**corridor approach**,' linking activities in different countries, given the cross-border nature of human mobility (see chapter 4.1);
5. a commitment to **innovation**, coupled with a flexible and adaptable approach that allows for agility, considered risk-taking and a quick reaction to crisis situations (as demonstrated by the GPMFD's COVID-19 response);
6. the fact that key multilateral organisations and numerous other actors in the field of migration and forced displacement are headquartered in **Geneva**, e.g. the UN Migration Network, the International Organisation for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), and the International Labour Organisation (ILO).<sup>13</sup>

<sup>13</sup> Cooperation with the above-mentioned organisations is based on the respective partnership agreements and close WOGA coordination, in particular with the responsible focal points within the Federal Administration.



## 2. Results, lessons learnt and implications for 2022–25

### 2.1 Results

In accordance with the **elevator approach** (see chapter 4.1), the GPMFD<sup>14</sup> has promoted key normative changes and provided seed funding for many pioneering initiatives in CoOs and in CoDs. The GPMFD's contributions to furthering the link between migration and development are especially noteworthy with regard to (a) the comprehensive pre-departure preparation of prospective migrants, (b) the fair recruitment of migrant workers, (c) the protection of vulnerable migrants and advocacy for their rights, and (d) the improvement of migration governance at various levels.

(a) Thanks to the GPMFD's assistance, 130,000 migrants and their families (50% women) accessed pre-departure orientation in Sri Lanka from 2016–20. This training proved effective in preventing abuse and exploitation by providing prospective migrant workers with the required information and competences before their actual departure. The experiences from Sri Lanka were used to develop a regional management system providing tailored pre-departure orientation for migrant workers leaving their CoO in South Asia in search of economic opportunities in the Gulf Cooperation Countries (GCCs).

(b) As one of the driving forces behind the ILO's Fair Recruitment Initiative, the GPMFD has backed the development of internationally agreed policy instruments, including the General Principles and Operational Guidelines for Fair Recruitment. The GPMFD has also promoted the International Recruitment Integrity System (IRIS), which defines international minimum standards for recruitment agencies, introduces a certification scheme for ethical recruiters, and monitors their compliance. IRIS has gained international recognition amongst a wide range of stakeholders from government, the private sector and civil society, and is currently being rolled out in different parts of the world.

(c) In the Middle East, the GPMFD has contributed to improving the protection of migrant workers and dismantling the kafala sponsorship system.<sup>15</sup> At the policy level, Qatar has introduced the most far-reaching reforms, including the introduction of a non-discriminatory minimum wage for all mi-

grant workers which benefits over 400,000 people. Lebanon and Jordan have also committed to labour market reforms towards a gradual abolishment of the kafala system. Civil society organisations (CSOs) have scaled up their outreach and support to thousands of migrants. The Gulf region's first domestic workers' associations have been established in Kuwait and Bahrain. In sub-Saharan Africa, the GPMFD has supported the West Africa Network for the protection of vulnerable children and youth on the move (WAN), which includes all member countries of the Economic Community of West African States (ECOWAS). Between October 2017 and December 2020, WAN took care of 7,654 vulnerable children and young people.

(d) Thanks to the long-standing strategic support of the GPMFD to promote multi-stakeholder processes at the global, regional and national levels, different stakeholders have had the opportunity to influence policies in a pragmatic and results-oriented way. For instance, the GPMFD spearheaded the establishment of the leading global advocacy platforms for the private sector and cities on migration, the "GFMD Business Mechanism" (2015) and the "Mayors Migration Council" (2019). The latter mobilised 90 cities across more than 60 diplomatic initiatives in 2020 alone, securing formal city representation and consultation in key multilateral processes. The GPMFD has also made a contribution to shaping Switzerland's foreign policy on migration by representing development policy aspects within the Interdepartmental Structure for International Cooperation on Migration (ICM structure)<sup>16</sup>, by conceptualising the parliamentary mandate on the strategic linkage between migration policy and development cooperation, and by bringing a migration policy perspective into Switzerland's IC-Strategy 2021–24.

### 2.2 Lessons Learned

While the GPMFD focused predominantly on labour migration issues during the implementation of previous programme frameworks, it has become clear that such a concentration can be limiting. **A more comprehensive definition of migration, including aspects of forced displacement**, is necessary – both from a conceptual perspective, acknowledging the **often blurred boundaries between forced displacement and irregular migration**, as well as from an opera-

<sup>14</sup> Until 2021 known under the name "Global Programme Migration and Development" (GPMFD).

<sup>15</sup> Under the "kafala" or "sponsorship" system, a migrant worker's immigration status is legally bound to an individual employer/sponsor during the period of his/her contract or stay in the country. The migrant worker cannot transfer to other employment or resign from a contract without permission from his/her employer. Migrant workers are also not allowed to form trade unions. In Saudi Arabia, migrants may not exit the country without the employer's consent. The kafala system is practised with varying degrees in Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates, Jordan and Lebanon.

<sup>16</sup> The Interdepartmental Structure for International Cooperation on Migration ("ICM structure") brings together key units from the Federal Department of Foreign Affairs (FDFA), the Federal Department of Economic Affairs, Education and Research (EAER) and the Federal Department of Justice and Police (FDJP). The structure ensures that activities related to Switzerland's foreign policy on migration are coordinated both at the strategic and operational level.

tional perspective, with a view to furthering the humanitarian-development-peace nexus and inclusive area-based approaches.

In its initial years, the GPMFD was mainly focused on influencing global policies as well as piloting and testing innovative projects. While this exploratory strategy was the right approach for a nascent programme, the GPMFD has arrived at a stage where it should increasingly capitalise on lessons learned and invest in **the scaling-up and replication** of good practices. The GPMFD has already started to substantially **expand the geographic reach of its programmatic interventions**, with several new programmes in sub-Saharan Africa, as well as in North Africa, Russia and Central Asia. In the future, the GPMFD will further increase its efforts to mobilise other development partners, public and private, to leverage the sustainability of programmes' long-term impact.

The GPMFD has ventured as a first mover into new thematic areas and **piloted innovative approaches**, notably in the fields of urban migration, the financial inclusion of migrants, and the financing of durable solutions for forcibly displaced persons. In all these endeavours, the GPMFD has partnered with **pioneering stakeholders, including cities and the private sector**. These undertakings are promising, but also relatively high-maintenance. They should be further strengthened as much as possible, taking into account the steering capacities of a nimble GPMFD team.

A gender assessment carried out in 2020 has shown that the GPMFD portfolio is mainly gender-accommodating. **Women's empowerment and gender equality concerns** are addressed in different projects, but there is **no real gender equality mainstreaming yet**. New interventions focusing specifically on migrant women, notably in the field of financial inclusion, are very auspicious and should be extended to other areas of engagement.

A positive lesson from the past four years concerns the relevance of Switzerland's unique **WOGA to international migration cooperation**. The substantial time investment by the GPMFD to coordinate with different governmental actors in Switzerland is considered worthwhile, as this coordination and cooperation has been instrumental in conceptualising the strategic link between international cooperation and migration policy and in assuring policy coherence in Switzerland's foreign migration policy.

## 2.3 Implications for 2022–25

The main implications drawn from the results achieved and lessons learned are:

- *Adoption of a more encompassing definition of migration:* Including forced displacement as part of a comprehensive understanding of migration and strengthening the humanitarian-development-peace nexus in the GPMFD programme framework (see figure 1).
- *Prioritisation based on the GPMFD's unique value proposition (UVP):* Focus on areas where the GPMFD can add the highest value with its limited resources.
- *Programmatic approach and scaling-up:* Pursue coherent approaches at the thematic and regional levels. Invest in the scaling-up of proven concepts and best practice. Work more closely with other development partners and seek opportunities for co-funding.
- *Partner selection:* Further diversify implementing partners to optimise risk-impact relations. Continue the promising work with cities and the private sector and the facilitation of multi-stakeholder partnerships.
- *Gender equality mainstreaming:* Address gender equality concerns and opportunities more systematically throughout the portfolio, promoting gender-responsive, human rights-based migration policies, systems and practices. Specifically target migrant women with dedicated interventions focusing on digital solutions and innovative technologies.
- *Cooperation and coordination:* Maintain close involvement within the ICM structure in a results-oriented and efficient manner. Further strengthen cooperation across the SDC.



# 3. Our commitment

## Overall Goal

The GPMFD aims to enhance the safety, well-being and livelihood prospects of vulnerable and disadvantaged migrants, their families, and the communities they live in, with a view to minimising the individual and societal costs of migration, and fully unlocking the development impact of migration.

## Theory of Change



opportunities. It supports partner governments in developing inclusive, equitable and gender-responsive governance systems that take into account the needs of migrant women and men, children and youth, and in promoting equal access to essential public services. The GPMFD also supports interventions that address gender-specific vulnerabilities along the migration cycle, lowering the risk of exploitation and abuse and strengthening women's agency and decision-making power to overcome limiting gender roles and norms.

In order to reach its overall goal, the GPMFD works along **three strategic components**. The components and respective sub-components should be seen as a "module kit" that can be assembled in different ways and evolve over time, depending on the specific geographic context in which the GPMFD is active.

## Priorities and Objectives for 2022–25

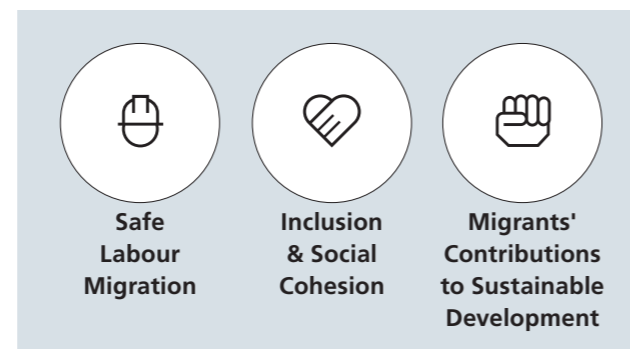


Figure 2: GPMFD's strategic components

## 3.1 Strategic Component 1: Safe Labour Migration

**Migrants have access to decent work<sup>17</sup> and are protected along the entire migration cycle.**

### Opportunities and challenges

Migrant workers positively contribute to the economic performance of their CoD. This is true both for highly-skilled and lower-skilled migrants. The latter often fill gaps in the labour market, including labour shortages, thereby allowing nationals to move into better-paid jobs. Migrants make a significant contribution to labour market flexibility by filling niches both in fast-growing and declining sectors of the economy. They also enhance women's labour market participation in

<sup>17</sup> Decent work is defined as employment that "respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety and remuneration." (General Comment Nr. 18 on the right to work, UN-CESCR).

the CoD, as an increasing number of migrants perform care work and allow local women to enter the labour market. With South-South mobility on the rise, safe and regular labour migration constitutes an important opportunity for many LMICs to leverage the productive potential of migration not only as CoO but also as CoD.

However, many migrant workers, and migrant women in particular, face a number of significant risks which jeopardise the gains to be reaped from safe and regular labour migration. These include abusive recruitment practices, unsafe journeys, exploitation in the workplace, physical and mental mistreatment, lack of access to social protection, forced labour and human trafficking. Due to the inflicted social costs and human suffering, unsafe and irregular labour migration remains a key obstacle to sustainable development. The COVID-19 pandemic has furthermore highlighted migrants' acute vulnerabilities in terms of job loss, wage protection and access to decent working conditions.

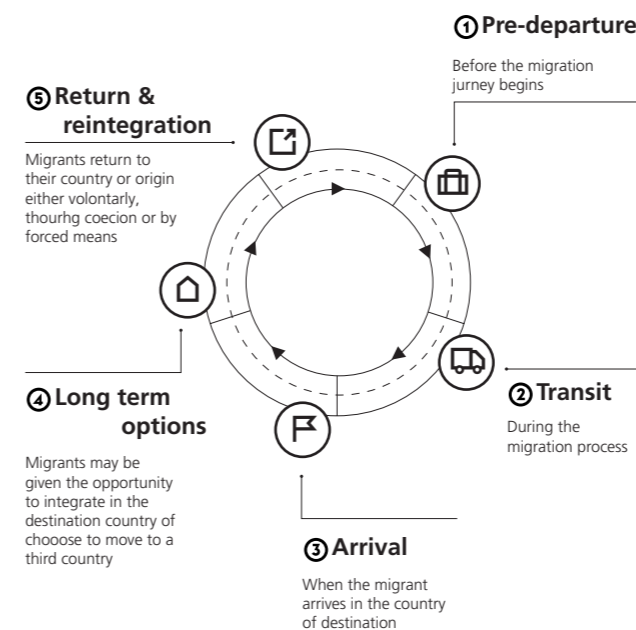
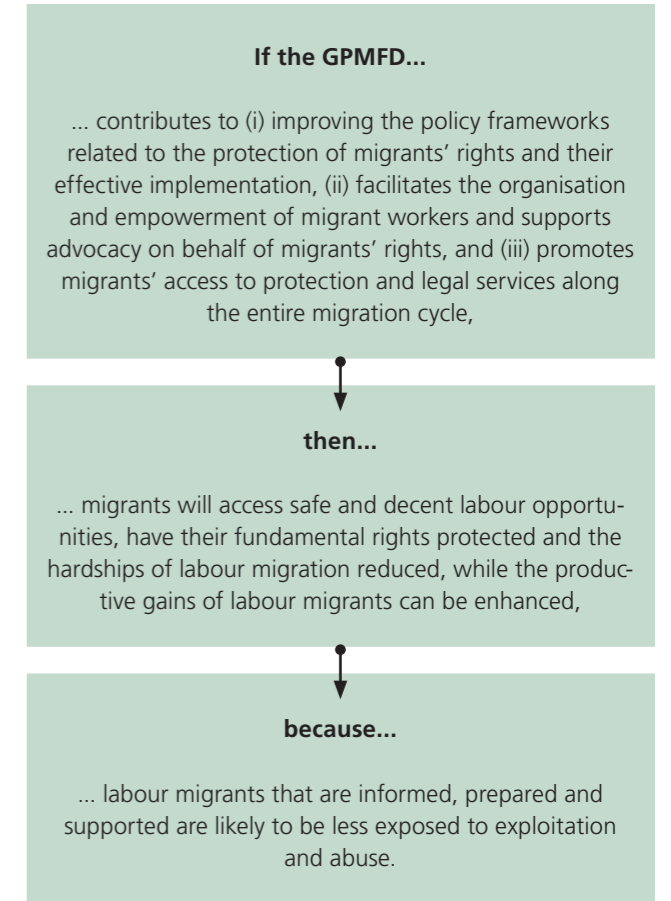


Figure 3: The labour migration cycle  
Source: ECDPM (2020): Mapping private sector engagement along the migration cycle.

## Theory of Change



## Intervention Strategy

The GPMFD pursues projects along the entire migration cycle – from pre-departure until return and reintegration – both in CoOs and CoDs, together with a range of different partners: national and local governments, non-governmental organisations, as well as private sector actors (employers, business associations, social entrepreneurs, impact funds etc.). It assists governments and the private sector in developing gender-responsive, human rights-based policies, systems and best practice for taking into account the specific protection risks of migrants, especially migrant women, for assuring the fair and ethical recruitment of migrants, and for facilitating equal access for women and men to basic social protection. The GPMFD supports market-responsive and tailor-made skills training that enhances migrants' work opportunities, especially for vulnerable women, lowering the risk of exploitation and abuse. The GPMFD-supported projects also enable returning migrants to sustainably reintegrate into their CoO with a special focus on the recognition of skills, labour market matching services and measures to address potential social stigma of returning women. The GPMFD's engagement with migrants' associations and CSOs aims to raise migrants' voices and promote the provision of migrant-centric services, such as legal aid or psychosocial support. Evidence-based gender-sensitive research informs policy and legislative changes. Migrants' lived experiences are brought into migration dialogue fora at national, regional, and global levels, including through civil society participation.



## 3.2 Strategic Component 2: Inclusion and Social Cohesion for Migrants and their Communities

**Migrants, including displaced persons and host communities, have access to inclusive basic services and socio-economic inclusion opportunities, especially in urban contexts.**

### Opportunities and challenges

Migration and forced displacement are global phenomena, but their effects are mostly felt at the local level, especially in secondary cities in the Global South. Cities and local actors all over the world find themselves at the forefront of managing the positive and negative impacts of human mobility. Anticipating future migration movements – as a result of economic opportunities, as well as due to climate change, environmental degradation and conflict situations – and reflecting them in urban planning and the organisation of public services is crucial for the long-term viability and economic productivity of many cities in the Global South. In order to effectively leverage the potential of migration for sustainable development, successful inclusion of the newly arrived is key. By reducing inequality, marginalisation and social grievances, social cohesion can be strengthened, benefiting the entire society.

If not managed effectively, sudden and large-scale migration movements are likely to put pressure on urban infrastructure, the availability and affordability of housing, and good-quality service provision. In displacement contexts, where people are forced to leave their homes and do so in large numbers, communities of destination are often unable to provide even basic services – such as food, shelter, health and education – for the newly arrived. This is especially true for LMICs, which host over 85% of the world's refugees and a large majority of the IDPs across the globe. As forced displacement is a long-term phenomenon, with the majority of refugees living in protracted displacement situations that last for 26 years on average<sup>18</sup>, there is an urgent need for durable solutions beyond short-term emergency assistance. In the absence of a comprehensive long-term vision for addressing forced displacement, there is an increased risk of xenophobia, marginalisation and discrimination. Forcibly displaced persons and migrants with irregular migration status, and among them in particular those groups with increased risk exposure, such as women, children, and ethnic minorities, are at the greatest risk of being discriminated and excluded. Moreover, restrictive migration policies – i.e. encampment, migrants' limited access to public services and formal employment – increase the risk of the perpetuation of vulnerability as well as social tensions between migrant- and host communities. This can lead to polarised communities, which renders the effective integration of migrants extremely difficult and jeopardises their potential to positively contribute to sustainable development.

<sup>18</sup> UNHCR (2016): Global Trends – Forced Displacement in 2015. A “protracted displacement situation” is defined as one in which 25,000 or more refugees of the same nationality have been in exile for at least five consecutive years in a given host country.

### Theory of change



### Intervention strategy

The GPMFD furthers the creation of framework conditions at the local level that enable an effective inclusion of migrants, including displaced persons, into the economic, social and cultural life of cities. The GPMFD supports cities by enhancing their capacities and equipping them with the required instruments to address migration in a sustainable way, including through forecasting and adaptation related to environmental and climate-induced migration. The GPMFD actively promotes the creation of durable solutions for forcibly displaced persons, including children, so that they no longer have specific assistance and protection needs linked to their displacement, can enjoy their human rights without discrimination, and achieve self-reliance. It assists local governments in mainstreaming migration into local development planning and in making locally provided services – such as health, education, social assistance, labour market integration – accessible to migrants and displaced persons. It aims to reduce factors of exclusion and promote equal access of female and male migrants to resources, public services and decision-making processes. To this end, the GPMFD facilitates inclusive partnerships and dialogues among different stakeholders from government, civil society, the private sector, migrant communities, and multilateral organisations. It strengthens the evidence base on how to manage urban migration and foster durable solutions, both through innovative

pilot projects and action-oriented research. It leverages local governments' agency and facilitates their access to national, regional and global dialogues and platforms, so they can share their experiences and shape effective migration policies beyond the confines of their municipalities.

## 3.3 Strategic component 3: Migrants' contributions to the sustainable development of their countries of origin

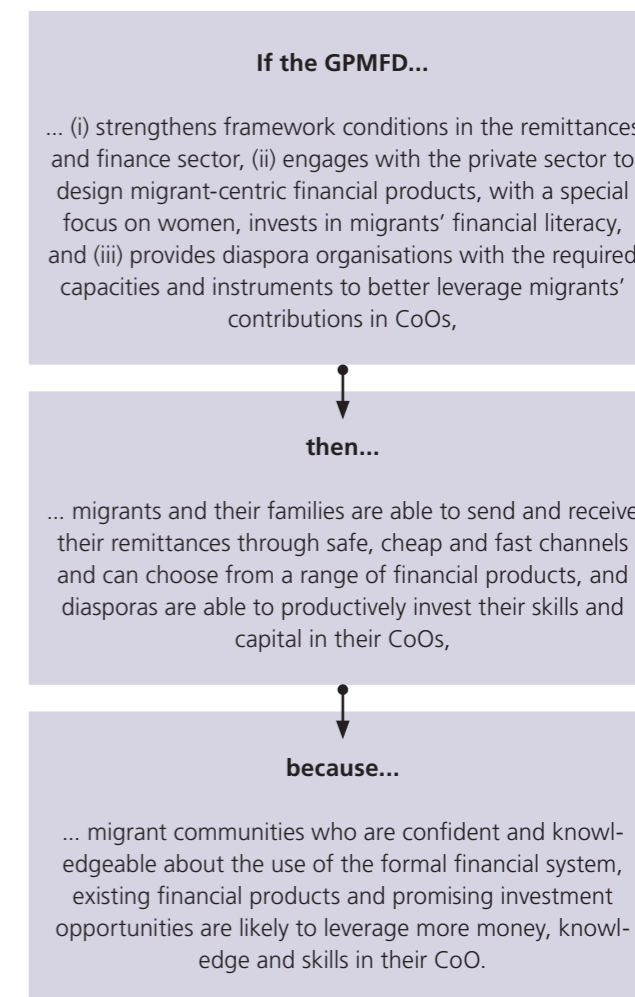
**Migrants contribute to the sustainable development of their countries of origin through the transfer of remittances, investments, know-how, and social capital.**

### Opportunities and challenges

By sending home money and know-how as well as through investments, migrants and diaspora communities make important contributions to sustainable development in their CoO. In LMICs, the livelihoods of many families depend on private money transfers made by migrants. There is ample evidence that remittances are positively correlated with the nutritional, education and health outcomes of their recipients. The COVID-19 pandemic has once again demonstrated that remittances are a crucial lifeline for many families and communities in LMICs around the world. While harder to quantify, migrants and members of diasporas also transfer skills, knowledge and know-how to their CoO. They become economically active by making investments, establishing businesses or promoting trade relations with their CoO.

However, the potential contributions of migrants to their communities of origin are not sufficiently leveraged due to a lack of viable investment options and missing mechanisms for the transfer of know-how and social capital to the CoO. For example, the development benefits of remittances are limited by high transfer costs, a large proportion of informal transfers that bypass the formal financial system, and especially by the unavailability of remittance-linked finance products that strengthen the financial health and resilience of migrants and their families, such as savings accounts, credit options, pension funds and insurance schemes. Digital technology has enormous potential to disrupt the current deficiencies of the traditional remittances market, which the COVID-19 pandemic has exposed and exacerbated.

### Theory of change



### Intervention strategy

The GPMFD supports migrant and diaspora communities in strengthening their capacities to better leverage their economic and social capital for the benefit of CoOs, ranging from policy advocacy to skills and know-how transfer, entrepreneurship and philanthropic engagement. In the area of remittances and financial inclusion, the GPMFD works with different development partners active in the finance sector to bring digital financial services to un- or underserved migrants, especially migrant women, strengthening their productive role and decision-making power. The GPMFD aims to promote inclusive digital transfer solutions and to develop remittance-linked financial products, such as saving accounts, to invest in education, health or income-generating activities. However, digital solutions alone will not bring about the desired change without supporting measures that ensure the uptake of such solutions. For this purpose, the GPMFD follows a market development strategy by accompanying efforts to leverage digital solutions in the remittances market with policy and regulatory reforms as well as financial literacy programmes. In the area of diaspora cooperation, the GPMFD supports platforms that aim to strengthen self-organising and cooperation capacities and collectively leverage knowledge and know-how of diasporas for the sustainable development of countries of origin.



## 4. How we act – joint action on global challenges

### 4.1 Principles of action

The GPMFD's principles of action are aligned with the Guidelines of the SDC's Global Instruments for Development and Cooperation 2021–24 and detailed hereafter. The GPMFD intervenes along three closely intertwined axes:

#### Testing and piloting innovative solutions

- Venturing into new fields of relevance.
- Co-designing and piloting innovative approaches and instruments with committed governmental, multilateral, and non-governmental partners.
- Supporting the implementation of new policies conducive to leveraging migration for sustainable development.
- Strengthening approaches that link humanitarian-development-peace instruments benefiting displacement-affected communities.

#### Promoting learning, exchange, and scaling-up

- Extracting lessons learnt from pilot interventions and disseminating them via regional and global platforms.
- Furthering the dialogue and facilitating knowledge and know-how exchange among different stakeholders, including among CoOs and between CoOs and CoDs.
- Promoting the scaling-up of promising approaches and best practice by furthering the crowding-in of additional stakeholders and the buy-in of other development and humanitarian partners.
- Ensuring sustainability by fostering commitment and ownership of partners.

#### Influencing policies and shaping ecosystems

- Supporting action-oriented research and the generation of data to substantiate the policy dialogue on emerging or underfocused issues.
- Furthering evidence-based, gender-sensitive and human rights-based policymaking taking into consideration research findings, operational best practice and innovative solutions.
- Engaging different stakeholders in solutions-oriented policy dialogues at all levels
- Ensuring an adequate reflection of M&D in relevant global and regional normative frameworks.

Most GPMFD-financed projects are a combination of the above-mentioned axes. In addition, the GPMFD promotes the application of the following approaches throughout its portfolio:

**Elevator approach:** The GPMFD seeks to systematically link its activities at global, regional, national and local levels through a two-way elevator. On the one hand, the GPMFD feeds relevant experiences and best practice from its projects at the local and national levels into regional and global dialogues on M&D, thereby contributing to multilateral solutions (bottom-up perspective). On the other hand, the GPMFD aims to localise and adapt global solutions to the needs and requirements of different regions and countries and assist national and local stakeholders in the implementation of global norms and regionally developed best practice (top-down perspective).

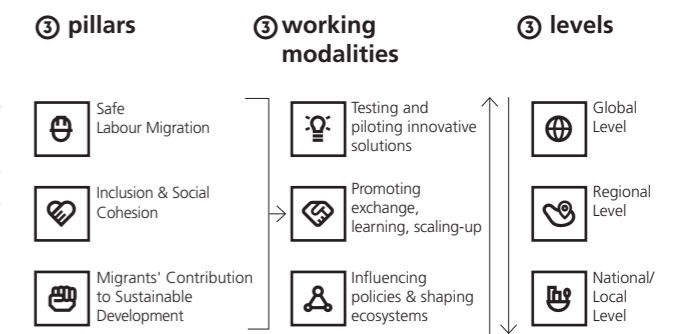


Figure 4: GPMFD principles of action

**Corridor approach:** The GPMFD's engagement, especially under components 1 and 3, is centred along major migration corridors, linking dedicated interventions in CoOs with those in CoDs. Such an approach is warranted because international migration is concentrated along certain corridors that have developed over many years and are shaped by economic, geographic, political, social, cultural and demographic factors. Therefore, for any solutions in the area of migration to be effective, they must be comprehensive and take into account the sending and receiving end of the equation. The GPMFD focuses on the world's most important regular labour migration corridors: between South Asia and the Middle East, Africa and the Middle East, and Central Asia and Russia. In addition, the GPMFD works on significant intra-regional migration corridors, e.g. in West Africa, and the African continent as a whole, as well as on issues of forced displacement from a regional perspective, e.g. in the Horn of Africa.

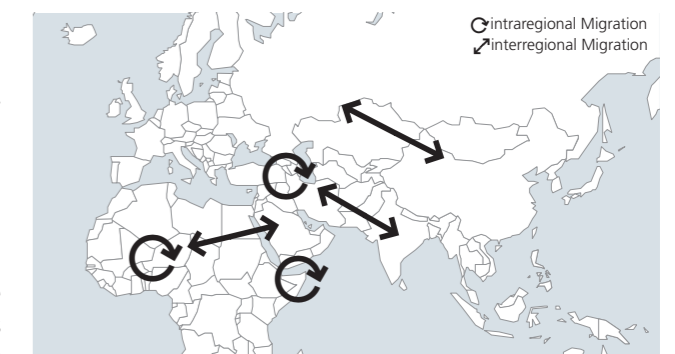


Figure 5: The GPMFD's corridor approach

## 4.2 Joint action on global challenges

The GPMFD is the SDC's competence centre for migration and forced displacement. It is dedicated to a **multi-stakeholder approach** and hence works in close partnership with a wide range of actors in Switzerland and abroad:

- **Within the SDC:** With a view to effectively linking national projects with regional and global processes and dialogues, and vice versa, the GPMFD maintains a continuous exchange with the SDC's geographic divisions. With regard to its regional and multi-country programmes, the GPMFD seeks close coordination with the Swiss representations abroad to involve them in the programme's design, monitoring and steering. The GPMFD continues to engage in joint endeavours with other SDC divisions, especially in projects along the humanitarian-development-peace nexus. It maintains close coordination and cooperation with the SDC's other thematic units and networks, especially in the fields of gender equality, private sector engagement, environment and climate-induced migration, durable solutions for forcibly displaced people, education, as well as issues related to social protection and the care economy.
- **Within the Federal Department of Foreign Affairs (FDFA):** The GPMFD maintains close relations with the Peace and Human Rights Division (PHRD) to ensure synergies in the fields of human rights, peace and migration. Furthermore, GPMFD projects and initiatives contribute to the respective strategies of the FDFA's regional divisions for the Middle East and North Africa, Africa, Asia and Pacific, and Eurasia.
- **Within the Federal Administration:** The GPMFD coordinates its activities and initiatives with all concerned Swiss government offices in a whole-of-government approach. To ensure a coherent and harmonised foreign policy on migration across the Federal Administration, the GPMFD plays an active role in the ICM structure. It does so not only at the policy level, but also in operational terms (joint programming). As a consequence, Switzerland "walks the talk" and effectively promotes a comprehensive approach to migration.
- **With other development partners:** To further the scaling-up of innovative initiatives, the GPMFD engages in strategic exchanges and seeks alliances with like-minded donors from other DAC countries.
- **With a range of different implementing partners:** The GPMFD aims to work with a broad range of partners with complementary competences. These include multilateral organisations, non-governmental organisations, research institutes and think tanks, cities, and the private sector. The GPMFD strives to increasingly partner with the private sector to nurture innovation, more demand-driven and tailor-made solutions for migrants, greater outreach, and a higher overall impact. The GPMFD will also undertake efforts to mobilise private-sector funding for the scaling of innovative solutions.

The GPMFD-led **SDC Migration and Forced Displacement Network** fosters knowledge management and organisational learning within the SDC and with external partners, provides advisory services to strengthen the SDC's operational portfolio and policy work, builds in-house competences on migration and forced displacement, and ensures effective strategic communication on migration-related matters. The network creates platforms for exchange within the SDC and with external experts in the field of migration and forced displacement to explore new trends, exchange on best practice, share innovative approaches, and develop joint policy messages. The GPMFD is responsible for the overall management of network activities, ensuring smooth coordination and policy coherence. It works in close collaboration with thematic units in the geographic divisions. The latter facilitate and support peer exchange and learning, thematic advice as well as capacity-building efforts within their respective geographic divisions.

## 4.3 Strategic steering

The GPMFD programme framework is embedded in the IC Strategy 2021–24 and contributes to six of the strategy's ten sub-objectives.<sup>19</sup> The programme will establish a sound baseline and work with a theory-of-change approach. It will be regularly assessed against outcome-level objectives and reoriented if needed. The results framework (see annex 2) is based on (i) relevant SDG targets and indicators, as well as (ii) the SDC Aggregated Reference Indicators (ARI) and Thematic Reference Indicators (TRI). The GPMFD monitoring and evaluation system includes the following components:

- **Monitoring of developments and trends** in the national and international migration policy debates and of new data and evidence to ensure the relevance of its interventions and to adjust, if necessary, its priorities or implementation modalities. To do so, the GPMFD will participate in global and regional migration dialogues, interact with opinion leaders, other donors and concerned stakeholders, and carry out regular literature reviews.
- **Reporting on results and progress achieved** through the annual report to track operational and financial progress in terms of programme implementation. For accountability purposes, the GPMFD also contributes to various reports informing the Swiss parliament and general public about the implementation of Switzerland's foreign policy on migration as well as the implementation of the IC Strategy 2021–24, including the strategic link between international cooperation and migration policy.
- **Adaptive management of portfolio:** The GPMFD will monitor programme evolution through reviews of progress reports, steering bodies and project visits. Pe-

<sup>19</sup> 1: Strengthening framework conditions for market access and creating economic opportunities; 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs; 3: Addressing climate change and its effects; 7: Strengthening equitable access to good-quality basic services; 9: Strengthening and promoting human rights and gender equality; 10: Promoting good governance and the rule of law and strengthening civil society.

riodic project evaluations will be implemented to track progress and identify areas to improve programme delivery.

**Monitoring of the financial planning:** The GPMFD ensures that its strategic priorities are appropriately reflected in its multi-year budget for the 2022–25 period (see annex 3). Disbursements will be monitored against financial budget targets. The GPMFD's annual report will present the disbursement status and discuss the cost-effective use of funds.

**Risk management:** The GPMFD will monitor and assess the risks linked to its portfolio on a regular basis. These include the lack of political will of policymakers and other key stakeholders at the global, regional and national levels to implement reforms, the complexity of managing multi-stakeholder partnerships, risks related to the innovative nature of many GPMFD programmes and the fact that the GPMFD is often the "first mover" in many thematic areas, as well as contextual risks affecting programme implementation (e.g. the pandemic situation). In order to mitigate these risks, the GP-

MFD will diligently assess the feasibility of new initiatives and the buy-in from different stakeholders, diversify and carefully select implementing partners – including through the systematic conduction of partner risk assessments – and balance its portfolio with the right amount of innovation, conservation and scaling-up. Retaining its qualities as a pioneering actor willing to take risks and try out new approaches, the GPMFD will strive as much as possible to engage in joint initiatives with like-minded donors, so that risk management can be shared. For interventions in SDC priority countries, the GPMFD will work closely with the respective Swiss representations to ensure effective programme steering and risk management. Given the sensitivity of the migration topic, political and reputational risks are also considerable. The GPMFD will mitigate them by aiming for policy coherence with WOGA partners, by maintaining and strengthening an evidence-based, balanced narrative on migration, and by proactively communicating vis-à-vis the Swiss parliament and the general public.



## 5. Financial and human resources

The financial allocation and human resources are indicative and may be amended based on external influence or internal SDC decisions.

### 5.1 Financial resources

Total budget for the implementation of this strategy amounts to approximately CHF 102 million for the period 2022–25. As the yearly budget for 2022 amounts to CHF 23 million, an annual budget increase of around 10% is foreseen during the implementation period (see financial planning overview in annex 3).

The GPMFD will make efforts to join forces in the financing of initiatives with other development partners and to mobilise contributions from the private sector (the latter especially in the fields of financial inclusion and the financing of durable solutions for forcibly displaced persons). The GPMFD will strive to invest at least 1% of its operational budget in culture-related projects.

### 5.2 Human resources

The GPMFD is set up as follows:

- a nimble team of around 9 full-time equivalents (FTEs) at the SDC's head office. The team at head office is in charge of the identification, design, and high-level steering of global and multi-country programmes and projects, cultivating relationships with strategic partners, engaging in global initiatives and dialogues, as well as the strategic, financial and administrative management of the GPMFD;
- small teams in the GPMFD's main priority regions (in total around 9 FTEs) in West Africa (Dakar, Cotonou), the Middle East (Amman), South Asia (Colombo, Dhaka), and the Horn of Africa (Addis Ababa). The regional teams are responsible for engagement in regional policy processes, the steering of regional programmes, the monitoring of multi-country programmes and relationship management with Swiss representations in their respective region.

## Appendix

### Annex 1: List of acronyms

<b>ARI</b>	Aggregate Reference Indicators	<b>IRIS</b>	International Recruitment Integrity System
<b>CSO</b>	Civil Society Organisation	<b>LMIC</b>	Low- and Middle-income Country
<b>CoD</b>	Country of Destination	<b>LGA</b>	Local Government Authority
<b>CoO</b>	Country of Origin	<b>M&amp;D</b>	Migration & Development
<b>DAC</b>	OECD Development Assistance Committee	<b>NGO</b>	Non-governmental Organisation
<b>EC</b>	European Commission	<b>ODA</b>	Official Development Assistance
<b>ECOWAS</b>	Economic Community of West African States	<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>EPS</b>	Engaging with the Private Sector	<b>PHRD</b>	Peace and Human Rights Division
<b>FDFA</b>	Federal Department of Foreign Affairs	<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>GCC</b>	Gulf Cooperation Countries	<b>SDG</b>	Sustainable Development Goals
<b>GCM</b>	Global Compact for Safe, Orderly, and Regular Migration	<b>SECO</b>	State Secretariat for Economic Affairs
<b>GCR</b>	Global Compact on Refugees	<b>SEM</b>	State Secretariat for Migration
<b>GDP</b>	Gross Domestic Product	<b>TRI</b>	Thematic Reference Indicators
<b>GFMD</b>	DC Global Programme Migration and Forced Displacement	<b>UAE</b>	United Arab Emirates
<b>GPMFD</b>	SDC Global Programme Migration and Forced Displacement	<b>UN</b>	United Nations
<b>HoA</b>	Horn of Africa	<b>UN-CESCR</b>	United Nations Committee on Economic, Social and Cultural Rights
<b>IC</b>	International Cooperation	<b>UNCDF</b>	United Nations Capital Development Fund
<b>IDP</b>	Internally Displaced Person	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>IGAD</b>	International Labour Organisation	<b>UNDP</b>	United Nations Development Programme
<b>ILO</b>	International Labour Organisation	<b>WAN</b>	West Africa Network for the protection of vulnerable children and youth on the move
<b>ICM</b>	Interdepartmental Structure for International Cooperation on Migration	<b>WG</b>	Working Groups
<b>IOM</b>	International Organisation for Migration	<b>WOGA</b>	Whole-of-Government Approach

## Annex 2: Results framework 2022–25

### Overall Goal

the GPMFD aims to enhance the safety, well-being and livelihood prospects of vulnerable and disadvantaged migrants, their families, and the communities they live in, with a view to minimising the individual and societal costs of migration and fully unlocking the development impact of migration.

**Theory of change:** If the GPMFD works with a full range of stakeholders to shape policies conducive to migrants' protection and empowerment and to jointly pilot innovative actions, prove their validity, and scale up best practice, then migrants will be better protected, enjoy equitable access to public services, productive employment and decent work. They can invest more of their earned income in their country of origin and can, together with communities in countries of destination and origin, reap the socio-economic benefits from migration, because a strengthened migration ecosystem reduces the risks and challenges associated with irregular, unsafe migration and forced displacement and leverages the development potential of migration.

### Strategic component 1: Safe Labour Migration

#### Migrants have access to decent work and are protected along the entire migration cycle.

**Theory of change:** If the GPMFD contributes to (i) improving the policy frameworks related to the protection of migrants' rights and their effective implementation, (ii) facilitates the organisation and empowerment of migrant workers and supports advocacy on behalf of migrants' rights, and (iii) promotes migrants' access to protection and legal services along the entire migration cycle, then migrants will access safe and decent labour opportunities, have their fundamental rights protected and the hardships of labour migration reduced, while the productive gains of labour migrants can be enhanced, because labour migrants that are informed, prepared and supported are likely to be less exposed to exploitation and abuse.

#### Contribution to selected sub-objective(s) of IC strategy 2021–24

Sub-objective 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs.

Sub-objective 7: Strengthening equitable access to quality basic services.

Sub-objective 9: Strengthening and promoting human rights and gender equality.

#### Targeted SDGs

Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular female migrants, and those in precarious employment.

Target 8.10: By 2030, achieve full and productive employment and decent work for all.

Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children.

### Partners

ARM, Cities Alliance, CSOs, DRC, GFA, GFMD, IESC, IHRB, ILO, INSAN, IOE-Business Mechanism, IOM, Mideast Youth, RDPP, Tamkeen, UNWOMEN, World Bank

Risks	Mitigation measures
<ul style="list-style-type: none"> <li>– Decreasing reform drive in CoDs; reforms remain on paper.</li> <li>– Limited coordination among CoOs leading to a race-to-the-bottom with regard to protection standards for migrant workers.</li> <li>– Changing labour market demands as a consequence of COVID-19, including increasing demand on CoOs to reintegrate labour migrants.</li> <li>– Support to high-level policy dialogues and initiatives with little implementation and impact on beneficiaries' life.</li> <li>– Limited interest and buy-in from the private sector to promote decent work standards.</li> </ul>	<ul style="list-style-type: none"> <li>– Engage with reform champions in CoDs; facilitate positive regional reform dynamics.</li> <li>– Support CoOs in harmonising their positions vis-à-vis CoDs; facilitate exchanges of experiences and sharing of best practice between different CoOs.</li> <li>– Programme adaptation to changing labour migration priorities and needs, increase focus on reintegration efforts, support development and circulation of skills and talents, sustainable livelihoods (i.e. green economy).</li> <li>– Diversify partnerships and strive for an appropriate partner mix combining policy and operational work; stronger collaboration with Swiss representations to promote elevator approach; strengthen monitoring frameworks of partners.</li> </ul>

Description	Indicator (incl. ARI and TRI)
<p><b>Outcome 1.1</b></p> <p>Labour migration governance at the global, regional and national level is strengthened, evidence-based and more gender-responsive.</p>	<p><b>MIG-TRI 4 (thematic focus “safe labour migration”):</b> Number of global, regional and national policy initiatives and dialogues that engage different actors (Governments, cities, civil society, private sector).  <u>Baseline (2021):</u> 65 (4 global, 7 regional, 54 national)  <u>Target (2025):</u> 134 (9 global, 29 regional, 96 national)</p> <p><b>MIG-TRI 5 (thematic focus “safe labour migration”):</b> Effectiveness of existing or newly introduced national policies and legal frameworks  <u>Baseline (2021):</u> 0  <u>Target (2025):</u> To be defined end of 2022</p> <p><b>GEN-TRI1 (thematic focus “safe labour migration”):</b> New gender-transformative policy and legislative reforms in place.  <u>Baseline (2021):</u> 0  <u>Target (2025):</u> To be defined end of 2022</p> <p><b>CSI-1:</b> Number of global, regional and national models and approaches<sup>1</sup> developed or amended (incl. gender-sensitive) to support labour migrants' rights. (disaggregated by global, regional and national)  <u>Baseline (2021):</u> 6 (national)  <u>Target (2025):</u> 25 (4 regional, 21 national)</p> <p><b>CSI-2:</b> Number of migration governance frameworks, policies, models and approaches benefiting from new research findings (disaggregated by global and regional)  <u>Baseline (2021):</u> 3 (3 national)  <u>Target (2025):</u> 30 (3 global, 3 regional, 24 national)</p>

<sup>1</sup> Global and regional models refer to policy frameworks, guidelines and approaches that improve the rights and address the needs of migrant workers. This indicator considers any global and regional model or approach that is developed and amended because of project interventions by SDC partners.

<p><b>Outcome 1.2</b> Migrants and forcibly displaced persons have access to decent work and are protected along the migration cycle.</p>	<p><b>MIG-ARI 1:</b> Number of migrants and forcibly displaced persons benefiting from services that enable them to access safe and decent work opportunities <u>Baseline (2021):</u> 17'990 (51% women) <u>Target (2025):</u> 58'000 (60% women)</p> <p><b>MIG-TRI 1:</b> Number of migrants and forcibly displaced people having new or better employment. <u>Baseline (2021):</u> 2'043 (50% women) <u>Target (2025):</u> 10'000 (60% women)</p>
<p><b>Outcome 1.3</b> Private sector actors and employers undertake targeted efforts to improve working conditions for migrants and forcibly displaced persons (including in the field of fair and ethical recruitment, skills development and recognition)</p>	<p><b>CSI-3:</b> Number of businesses, employers and private recruitment agencies who participate in decent work initiatives <u>Baseline (2021):</u> 329 <u>Target (2025):</u> 599</p>

## Strategic component 2: Inclusion and Social Cohesion for Migrants and their Communities

**Migrants, including displaced persons and host communities, have access to inclusive basic services and socio-economic inclusion opportunities, especially in urban contexts.**

**Theory of change:** If the GPMFD (i) enables cities and local government authorities (LGAs) affected by migration and forced displacement to engage with key actors, including the private sector, (ii) equips them with the necessary forecasting, planning, adaptation and management instruments to cope with migration, and (iii) strengthens cities' advocacy and negotiation capacities to make their voices heard in national, regional and multilateral dialogues, then migrants including forcibly displaced populations enjoy better access to basic services and labour market integration, which in turn contributes to strengthening inclusion and social cohesion at the local level, because LGAs that are adequately resourced and capacitated are best placed to promote inclusion and social cohesion between migrant- and host communities, including durable solutions to forced displacement.

### Contribution to selected sub-objective(s) of IC strategy 2021–24

Sub-objective 2: Promoting innovative private sector initiatives to facilitate the creation of decent jobs.

Sub-objective 3: Addressing climate change and its effects.

Sub-objective 4: Ensuring the sustainable management of natural resources.

Sub-objective 5: Providing emergency aid and ensuring the protection of civilians.

Sub-objective 7: Strengthening equitable access to good-quality basic services.

Sub-objective 10: Promoting good governance and the rule of law and strengthening civil society (link with SDG 16).

### Targeted SDGs

Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

Target 11.b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters.

Target 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development

## Partners

ACUMEN RIN, Cities Alliance, ICMPPD, IOM, MMC, REDDS, UN-HABITAT, UNCDF, UNDP

Risks	Mitigation measures
<ul style="list-style-type: none"> <li>– Quickly increasing numbers of migrants and forcibly displaced persons, overstraining affected local authorities and further exacerbating rapid urban growth in the Global South.</li> <li>– Political and institutional hindrances to the design and implementation of durable solutions for displaced populations.</li> <li>– Tensions between migrants and host communities due to deteriorating epidemiological and/or economic conditions.</li> <li>– Competition or complex dynamics between central and local government authorities.</li> <li>– Limited scaling-up and influence of city-level initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>– Support (especially secondary) cities to mobilise necessary funding to accommodate migrants; invest in forecasting, planning, adaptation and resilience-building activities; closely monitor trends and react with a mix of short-term and longer-term measures (as during the COVID-19 pandemic).</li> <li>– Support champions; strengthen multi-stakeholder partnerships, coordination and advocacy mechanisms for durable solutions, strengthen UNCTs/ work of RCs; adopt a territorial approach avoiding silos, foster triple nexus; support approaches that tackle protection needs while fostering self-reliance of forcibly displaced persons.</li> <li>– Build in aspects of inclusion and social cohesion in all programme designs; foster a CSPM &amp; gender-sensitive approach; build evidence on successful local integration thereby mitigating dividing narratives.</li> <li>– Design support and advocacy approaches that are tailored to the political economy and evolving political dynamics; promote dialogue between national and local authorities and advocacy with central governments to decentralise solutions leveraging other influencing partners (UN, IFIs).</li> <li>– Support city advocacy, participation and positioning of cities in different fora; leveraging existing city networks and fostering city-to-city partnerships and exchanges; work along urban corridors.</li> <li>– Foster innovative financing mechanisms for durable solutions, involving the private sector and diaspora.</li> </ul>

Description	Indicator (incl. ARI and TRI)
<p><b>Outcome 2.1</b></p> <p>Urban migration, including durable solutions, is a key theme in global policy dialogue related to migration and the voice of cities is leveraged</p>	<p><b>MIG-TRI 4 (thematic focus “local inclusion and social cohesion”):</b> Number of global, regional, national (including local) policy initiatives and dialogues that engage different actors (governments, cities, civil society, private sector)</p> <p><u>Baseline (2021):</u> 45 (18 global, 3 regional, 24 national)</p> <p><u>Target (2025):</u> 100 (52 global, 8 regional, 40 national)</p>
<p><b>Outcome 2.2</b></p> <p>Partner cities, local governments and host communities manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development</p>	<p><b>MIG-TRI 5 (thematic focus “local inclusion and social cohesion”):</b> Effectiveness of existing or newly introduced national and local policies and legal frameworks</p> <p><u>Baseline (2021):</u> 0</p> <p><u>Target (2025):</u> To be defined end of 2022</p> <p><b>GEN-TRI1 (thematic focus “local inclusion and social cohesion”):</b> New gender-transformative policy and legislative reforms in place.</p> <p><u>Baseline (2021):</u> 0</p> <p><u>Target (2025):</u> To be defined end of 2022</p> <p><b>CSI-4:</b> Number of policymakers and representatives of local authorities with increased institutional capacities to receive, manage and locally integrate migrants and forcibly displaced persons</p> <p><u>Baseline (2021):</u> 1'643 (no gender disaggregation)</p> <p><u>Target (2025):</u> 3'350 (at least 50% women)</p>
<p><b>Outcome 2.3</b></p> <p>Migrants and forcibly displaced persons, as well as host communities, benefit from equitable service provision and opportunities that support socio-economic inclusion at the local level</p>	<p><b>MIG-ARI 3:</b> Number of migrants and forcibly displaced persons who gained access to local health, education and other social services</p> <p><u>Baseline (2021):</u> 6'202 (50% women)</p> <p><u>Target (2025):</u> 193'000 (60% women)</p>

### Strategic component 3: Migrants' contributions to the sustainable development of their countries of origin

**Migrants contribute to the sustainable development of their countries of origin through the transfer of remittances, investments, know-how, and social capital.**

**Theory of change:** If the GPMFD (i) strengthens framework conditions in the remittances and finance sector, (ii) engages with the private sector to design migrant-centric financial products, with a special focus on women, invests in migrants' financial literacy, and (iii) provides diaspora organisations with the required capacities and instruments to better leverage migrants' contributions in CoOs, then migrants and their families are able to send and receive their remittances through safe, cheap and fast channels and can choose from a range of financial products, and diasporas are able to productively invest their skills and capital in their CoO, because migrant communities who are confident and knowledgeable about the use of the formal financial system, existing financial products and promising investment opportunities are likely to leverage more money, knowledge and skills in their CoO.

#### Contribution to selected sub-objective(s) of IC strategy 2021–24

Sub-objective 2: Promoting innovative private-sector initiatives to facilitate the creation of decent jobs.

#### Targeted SDGs

Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

Target 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

Target 10.C: By 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%.

#### Partners

AFFORD, ADEPT, BiH Platform, CSOs, GIZ, GK Partners, ILO, IOM, Swisscontact, UNCDF

	Mitigation measures
<ul style="list-style-type: none"> <li>– Regulatory framework is not adjusted in a way to enhance digitalisation and decrease the costs of remittance transfers and portability of pension and insurance funds.</li> <li>– Lack of interest of the private sector to develop migrant-centric financial products.</li> <li>– Lack of uptake of new financial inclusion products by migrants and their families.</li> <li>– Difficult business and political environment in CoO deterring investments/contributions by the diaspora.</li> <li>– Political and organisational risks related to diaspora involvement.</li> </ul>	<ul style="list-style-type: none"> <li>– Engage with different development partners (donors, multi-lateral organisations, governments, private sector) to advocate for an enabling regulatory framework; focus programming on countries willing to adjust their regulatory framework.</li> <li>– Develop the business case in collaboration with the private sector (proof-of-concept) and support the scaling-up of best practice.</li> <li>– Invest in financial literacy activities; design products in a demand-oriented, gender-sensitive and customer-driven way.</li> <li>– Focus diaspora engagement efforts on CoO with a sufficiently enabling business environment.</li> <li>– Apply CSPM approach in the selection and steering of partners; support mainly targeted at structured diaspora organisations, with particular attention paid to Internal Control System.</li> </ul>

Description	Indicator (incl. ARI and TRI)
<p><b>Outcome 3.1</b></p> <p>Strengthened framework conditions enabling the socio-economic and policy contributions of migrants' and diaspora communities to sustainable development</p>	<p><b>MIG-TRI 4 (thematic focus "diaspora engagement"):</b> Number of global, regional, national policy initiatives and dialogues that engage different actors (governments, cities, civil society, private sector)  <u>Baseline (2021):</u> 39 (10 global, 1 regional, 28 national)  <u>Target (2025):</u> 167 (11 global, 4 regional, 152)</p> <p><b>GEN-TRI1 (thematic focus "local inclusion and social cohesion"):</b>            New gender-transformative policy and legislative reforms in place.  <u>Baseline (2021):</u> 0  <u>Target (2025):</u> To be defined end of 2022</p> <p><b>CSI-5:</b> Number of policy measures and standards related to socio-economic contributions<sup>2</sup> of migrants initiated, introduced or improved (disaggregated by global, regional and national).  <u>Baseline (2020):</u> 2 national  <u>Target (2025):</u> 21 (13 global, 9 national)</p>
<p><b>Outcome 3.2</b></p> <p>Diaspora communities have increased their socio-economic contributions in their country of origin</p>	<p><b>CSI-6:</b> Number of jobs created or maintained through increased diaspora engagement.  <u>Baseline (2021):</u> 65  <u>Target (2025):</u> 4'500</p> <p><b>CSI-7:</b> Number of humanitarian and development initiatives designed, supported or undertaken by diaspora members.  <u>Baseline (2021):</u> 27  <u>Target (2025):</u> 206</p>

<sup>2</sup> Socio-economic contributions refer to remittances, social capital, skills transfer, investments, entrepreneurship, job creation, capacity-building activities, etc.



<p><b>Outcome 3.3</b> Migrants and their families display enhanced financial inclusion and have better opportunities to invest remittances in productive purposes and improving their livelihoods</p>	<p><b>MIG-TRI 2:</b> Number of migrants, forcibly displaced persons and their family members accessing low-cost digital remittance services and financial products.<sup>3</sup> <u>Baseline (2021):</u> 99'000 (36% women) <u>Target (2025):</u> 872'000 (60% women)</p> <p><b>CSI-8:</b> Number of migrants, forcibly displaced persons and their family members that received training or were sensitised to remittance management and financial services through campaigns<sup>4</sup> (disaggregated by gender, region, other) <u>Baseline (2021):</u> 25'000 (50% women) <u>Target (2025):</u> 130'500 (70% women)</p> <p><b>CSI-9:</b> Number of supported innovations that result in lower remittance transaction costs <u>Baseline (2021):</u> 0 <u>Target (2025):</u> 21</p> <p><b>CSI-10:</b> Estimated % of migrants, forcibly displaced persons and their family members who use remittances for productive and social provision purposes (investment, education, health, education, supporting family). <u>Baseline (2021):</u> 0% <u>Target (2025):</u> 50%</p>
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## Annex 3: Indicative financial planning

### Annex 3: Financial Planning 2022–2025 Programme Framework of the Global Programme Migration and Development (GPMD)

#### Annual budget allocation according to components (tentative), in CHF

	source	2022	2023	2024	2025	2022–25	in %
Component 1:							
Safe Labour Migration	bilateral	11,960,000	12,750,000	13,500,000	13,500,000	51,710,000	51%
Component 2:							
Inclusion and Social Cohesion for Migrants and their Communities	bilateral	4,370,000	4,750,000	4,590,000	4,590,000	18,300,000	18%
Component 3:							
Migrants as Actors for Sustainable Development	bilateral	6,440,000	7,250,000	8,640,000	8,640,000	30,970,000	30%
Other components, e.g. small projects, others							
	bilateral	230,000	250,000	270,000	270,000	1,020,000	1%
<b>Total budget allocation</b>		<b>23,000,000</b>	<b>25,000,000</b>	<b>27,000,000</b>	<b>27,000,000</b>	<b>102,000,000</b>	<b>100%</b>

#### Annual budget allocation (tentative), in CHF

	source	2022	2023	2024	2025	2022–25	in %
Global Programme Migration and Development	bilateral	23,000,000	25,000,000	27,000,000	27,000,000	102,000,000	100%
Multilateral cooperation	multilateral	-	-	-	-	-	
<b>Total budget allocation</b>		<b>23,000,000</b>	<b>25,000,000</b>	<b>27,000,000</b>	<b>27,000,000</b>	<b>102,000,000</b>	

<sup>3</sup> Includes registered and active members.

<sup>4</sup> Combination of number of financial education and digital literacy campaigns.



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